

Los Angeles County Department of Beaches and Harbors

# Communications Strategy



# COMMUNICATIONS STRATEGY

## Los Angeles County

### Department of Beaches and Harbors

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For more information call 310.305.9548

## I. Introduction

### A. Purpose of this Guide

This document will set forth a communications strategy for both Marina del Rey (Marina) and the Los Angeles County Beaches (Beaches) and is intended to **establish an overall communications strategy to guide the dissemination of information from the Department of Beaches and Harbors (Department)**. To that end, there will be various strategies highlighted throughout this Guide, as well as an implementation section.

This **communications strategy** will create a plan for:



- Making the public aware of the Department’s missions and vision;
- Communicating with the public about specific projects and programs, with the goal of enhancing the credibility of the Department.

Stewardship of the unique assets of Marina del Rey and the Los Angeles County Beaches is a complex responsibility requiring, among other things, that communications concerning the Department’s management and development of these resources be clear, consistent, effective and cost-efficient.

### B. Vision for the Marina and the Beaches

The Department’s vision for the **Marina** is to create and manage:



An active, urban, waterfront community; a unique area geared toward recreational boating and pedestrians; a mixed-use environment that features casual, up-scale living centered around exciting events, wonderful hotels, restaurants and shopping areas that can be accessed by water or by the waterfront walkway.

The Department’s vision for the **beaches** is to maintain:



Twenty five miles of well-maintained, clean, full service beaches located on one of the most beautiful coastlines in the world; where visitors can travel a large portion of this scenic coastline on a 22-mile bike trail, play beach volley ball or ride the waves at some of the world’s legendary surfing areas, or simply stroll on a quiet beach.

### C. Scope of the Communications Strategy

For the Marina, the pre-eminent issue is redevelopment and the communication issues inherent in that process. However, the scope of this section will also be more general, focusing on the desirability of the Marina as a place to live, work, eat, play and invest.

For the beaches, issues include public access, maintenance levels, visitor facilities, and restrictions on use. The communications strategy for beaches will focus on safe, well-maintained beaches available for public access, beach renovations, recreational amenities and the Department’s W.A.T.E.R. program.





*“Manage, operate, maintain, develop, and promote County-owned Marina del Rey in a manner that enhances public access and enjoyment in a clean and safe environment for recreational boaters, residents and visitors. This includes providing public area maintenance (refuse removal, restroom cleaning, grounds maintenance and facility repairs); leasehold maintenance inspections; planning and implementation of capital and infrastructure improvement programs; concession, parking and special event use permit administration; and our children’s Day in the Marina program.”*

Department Mission Statement

## II. Marina del Rey

### A. Background

Marina del Rey is one of the largest small craft harbors in the United States. In 1953, the Board of Supervisors secured a State loan of \$2 million to purchase the harbor site, which became an authorized federal project in 1954. Voters statewide approved \$13 million in revenue bonds to build the Marina, and construction of the present main entrance channel and jetties was begun in 1957. Dedicated in 1965 after major recreation amenities were completed, Marina del Rey has become Los Angeles County’s “Crown Jewel” and one of its largest revenue generators.

Marina del Rey is on the County’s central coast, bordered by Venice on the north and Playa del Rey on the south. The Marina presently accommodates up to 4,700 boats and is situated on an 804-acre site (403 acres of water, 401 acres landside) and features 2 miles of main channel, 3 miles of side basins, 7-1/2 miles of concrete bulkheads and a 2,340-foot offshore breakwater.

Public recreation facilities include four parks—Burton Chace Park being the largest and most diverse—a public beach, sailing lagoon, a public launch ramp for trailered boats and launch area for hand-carried watercraft. The Marina’s bicycle trail links with the 22-mile Marvin Braude Bicycle Trail. There are vista points, picnic shelters, a community building, visitors’ boat docks, an exercise course, dock fishing - something for everyone.

Commercial recreation features include sportfishing, whale watching, public and private charter fleets, boat rentals and sailing instruction. There are boat repair yards, yacht sales and anchorages, and fuel and boat pump-out facilities for seagoing vessels. There are high-end restaurants and snack bars for the casual visitor, as well as shopping centers and office buildings for the working professional.

The Marina has six hotels with a total of over 1,000 rooms for overnight visitors, approximately 6,000 rental apartments and 600 luxury condominiums for residential leisure living. There is approximately 1,000,000 square feet of commercial space including office, retail and restaurants. All commercial ventures are leaseholds on County owned land managed by the Department.

For 25 years, Marina del Rey enjoyed strong name recognition as a vacation and entertainment destination. As Marina del Rey enters its fifth decade, it faces many challenges and questions about its future. The remaining terms on most leases has reached a point where traditional long-term financing is increasingly difficult to obtain, lessees are considering new proposals for redevelopment and leaseholds, and the Marina’s infrastructures are aging. Additionally, Marina del Rey faces competition from other Westside destinations. The Department has already begun to address the issues of preserving and enhancing the Marina’s prestigious identity through, for example, creation of the Marina del Rey Convention and Visitors Bureau. Second-generation development will ensure that when the majority of existing Marina leaseholds recycle, the Marina will be a viable, exciting area, capable of continuing to produce substantial revenues for the County, while serving the needs of both the recreational boater and the community at large for water oriented recreation.



## II. Marina del Rey (continued)

### B. Marina del Rey Management Facts

- Number of Department Employees . . . . . 222
- Water Acreage Area Maintained at Marina del Rey (MDR): . . . . . 400
- Number of MDR Public Facilities: . . . . . 9
- Number of MDR Public Parking Lots: . . . . . 13
- Number of MDR Parking Lot Stalls: . . . . . 2,870
- Number of Boat Slips: . . . . . 4,731
- Number of Marinas: . . . . . 2 public, 20 private
- Number of Land Acres: . . . . . 400
- Number of MDR Trees Pruned and Maintained: . . . . . 2,795

**Maina del Rey Maintenance Crew Work Schedule:** 7:00 am - 4:00 pm (7 days per week)

**Marina del Rey Harbor (Water) Cleaning Schedule:** Seven days per week, 365 days per year

**Sensitive Habitats at Marina del Rey:** Egrets, Brown Pelican, and Blue Heron

**Parking Lot Cleaning:** Parking lots are mechanically cleaned five days per week in the summer, three days per week in the winter, and manually detail-cleaned seven days per week.

### C. Communicating with the Audience

The Department closely monitors the leasehold businesses on the County owned land that it manages in the Marina, with an eye toward helping the lessees best serve the residents and visitors to the Marina and the yachting community. We have positioned ourselves as an information resource for these groups as well as the public as a whole. Our accomplishments and efforts for the community should be positively promoted to these groups and should serve as the focus of our public relations efforts for gaining public and agency approval of Marina public projects. Our communications should foster working relationships with elected officials, government agencies, the business community, environmental and community interest groups, boaters, residents, the public and the media.

### D. Reaching the Audience:

#### The Marina del Rey Convention & Visitors Bureau

The Marina del Rey Convention and Visitors Bureau (Bureau) was approved by the Board of Supervisors in October of 2000 and hired an Executive Director in March of 2001 to promote tourism in the Marina. The Bureau has successfully put Marina del Rey back on the map and has increased business in the community.

The Visitors Information Center is the information and communications center for visitors, prospective visitors, residents, boaters, travel operators and travel media. The Bureau also provides assistance to area lessees and businesses, educating them on the economic implications of a healthy tourism environment.



## II. Marina del Rey (continued)

### D. Reaching the Audience:

#### The Marina del Rey Convention & Visitors Bureau (continued)

**STRATEGY:** The Department's best efforts here should be used to support the work of the Bureau and coordinate public information efforts through collaborative development of website and print communications tools below, as well as through consultation with them on public projects, and Marina Redevelopment

#### Website

The Bureau's website offers information on hotels, dining and entertainment, things to see and do in Marina del Rey, transportation, group information, calendar of events information, boating information, and a press section for the media. This website also includes links to important web locations, including the Department's.

#### Print Communications

Informational handouts for the public that have been developed by the Bureau are:

- Marina del Rey Hotels
- Dockmasters/Guest Slips/Public Launch/Dry Storage
- Bicycle and Skate Rentals
- Private Charters in the Marina
- Public Boat Tours, Rentals and Excursions
- Area Calendar of Events
- Marina Harbor Directory

### E. Public Projects: Communicating the Right Message

The Department is in the planning process for the following redevelopment projects: Marina Beach and Burton Chace Park as Aquatic Centers; and traffic improvements to mitigate overcrowding in areas surrounding the Marina.

Residents, visitors and the boating community should be made aware of the scope and purpose of the projects as soon as possible and with an emphasis on how the projects will enhance the Marina experience.

Our anticipated message will be as follows:



The Marina's goal is to provide visitors and residents with a 7.5-mile waterfront promenade upon completion of the Marina redevelopment. Visitors will be able to consult directional guides stationed along this promenade, called the Waterfront Walk, which currently extends approximately 1.4 miles from Marina Beach to the California Yacht Club.



## II. Marina del Rey (continued)

### E. Public Projects: Communicating the Right Message (continued)

The Department message of support to the boating community will emphasize our goal of developing the Aquatic Centers at Chace Park and Marina Beach. The Chace Park location will serve the Department's W.A.T.E.R. and other youth programs, Boy Scouts, local colleges and universities, rowing clubs and private individuals. The Marina Beach location requires a different focus. While boating organizations will also use it, it will feature, as well, services for the resort and visitor communities.

### F. Public Events: Serving Our Audience

Many public events in the Marina that are either sponsored or supported by the Department create a powerful sense of place in the Marina. The water taxi service shuttling visitors and residents to events further enhances the image of the Marina as an active, vital area that takes advantage of the water and brings a quality of life to the residential environment.

The annual *In-Water Boat Show* at Chace Park, presented by the LAX Coastal Area Chamber of Commerce, helps to promote boating through the sale of boats and the promotion of boating opportunities available throughout the Marina.

From **March through November**, a series of annual *Outdoor Adventures* for youth and adults, includes bird watching and kayaking and provides a low cost way for families to get on the water in a safe environment, and to enjoy the unspoiled environment of the Marina and the Ballona Wetlands.

On **July 4th and New Years Eve**, exceptional *fireworks* extravaganzas are presented by the Department. These exciting displays help Marina residents and visitors from communities throughout Los Angeles County celebrate the holidays.

In **July and August**, the *Marina del Rey Summer Concerts* present both classical and pop music series by the waterfront in Chace Park. The concerts draw large, enthusiastic audiences and are a highlight of the community's summer season. Many boaters also tie up at the Park's transient docks to listen to the music on their decks, joining the audience for picnics in the park prior to each concert. Many residents opt to travel by way of the Marina's WaterBus.

In **October**, the annual *Discover Marina del Rey Day* brings families into Chace Park to enjoy a wide variety of events. Inflatable games and amusements of all kinds, boat races, a pumpkin patch, food, live entertainment and educational and environmental exhibits for the whole family promote healthy lifestyles along with the fun.

In **December**, the *Marina del Rey Holiday Boat Parade*, presented annually by the community Holiday Boat Parade Committee in conjunction with the Department, celebrates the winter holiday season. Heavily covered by local television news media, it is a regional event where families come to enjoy the beautifully decorated boats and the fireworks display that kicks off the parade.

The above events are presented annually as affordable and pleasurable experiences for the use and enjoyment of residents and visitors alike.



## II. Marina del Rey (continued)

### G. Marina Redevelopment

The Local Coastal Plan (LCP) for the Marina was amended in 1996 to authorize new and different types of visitor serving, coastal-access developments. Thereafter, the Department designed, and is now implementing, several major renovations and additions to the recreational, entertainment, retail, housing and dining facilities in the Marina.

The Department's goal for the Marina is to attract quality developers to assist in redeveloping Marina waterfront property into an attractive and exciting place to live, work, or visit so that it can be competitive with other Westside destinations in attracting visitors and businesses. The creation and maintenance of this image will depend on the promotion and marketing of the NEW MARINA both by the lessees and the Department. It is the Department's responsibility to promote Marina del Rey as the ultimate destination. The Marina will be "pitched" as an urban waterfront community.

**STRATEGY:** A website will be relied upon to demonstrate the uniqueness of the Marina, while quickly linking the user to any of the diverse businesses in the Marina. Allowing for individual expression, the Marina is a commercial enterprise composed of stand-alone projects, yet retains certain common threads. An electronic communication link with each Marina enterprise would provide the public with easy access to Marina information.

### H. Navigating Through Regulatory and Other Limitations

This communications strategy should clearly communicate, as laid out below, that the Department is integrating its fundamental priorities into its development as it navigates those projects through the regulatory and public input process:

The County's sustainable development policy will integrate:

- social responsibility in all phases of project development and execution
- environmental protection
- economic development

Residents of the diverse Marina community, while holding differing opinions about the extent of development, are deeply concerned about the unique water and land environments that surround them. State, County, and Federal regulations require those developing this area to attend to environmental issues and encourage public discourse about these and other regulatory issues that are raised by the proposed projects.

**STRATEGY:** Our best approach is simply to facilitate discussion, by bringing together diverse groups to help review and understand the issues. Working effectively with community groups can create a dynamic urban environment that stimulates activity while remaining caring and responsive to environmental and other concerns.



## II. Marina del Rey (continued)

### H. Navigating Through Regulatory and Other Limitations (continued)

#### Public Meetings Held by Oversight Agencies

These public forums can inform citizens about regulations that guide what we must do vs. what we do beyond regulations to contribute to a healthy environment for the area.

Discussions might include issues such as:

- Water regulations and our efforts to preserve a clean water environment, such as curing bacterial problems in the waters of Marina Beach.
- Ballona Creek shoaling and major dredging efforts.
- Unseaworthy Vessel Ordinance and enforcement efforts.
- Environmental problems at Admiralty Lagoon (Oxford Flood Control Basin) and our plans for returning the Lagoon to its natural habitat.
- Park areas built into the master plan for Marina development.

Regulatory agencies, along with one advisory commission, must approve various aspects of Marina redevelopment:	
Regional Planning Commission:	Public hearings to provide Conditional Use Permit.
Design Control Board:	Public hearings on initial concept and design provisional approval. Public hearings for final detailed approval of project exterior design, etc.
The Small Craft Harbor Commission	Department's advisory commission that holds monthly public hearings regarding Marina matters.
Board of Supervisors:	If Local Coastal Program amendment required or if Regional Planning Decision is appealed.
California Coastal Commission:	Public hearings on all in-water development and all projects requiring Local Coastal Plan amendments, plus appeals.

The public is informed of all Small Craft Harbor Commission and Design Control Board meetings with agendas posted at the Marina del Rey Visitors Information Center, Lloyd-Taber Marina del Rey Public Library, Department Administration building, Burton Chace Park and available via Internet on the Department's website.





*“Manage, operate, maintain, develop and promote County-owned or operated beaches in a manner that enhances public access and enjoyment in a clean and safe environment for residents and visitors. This includes providing beach maintenance (refuse removal, restroom cleaning, sand maintenance, grounds maintenance and facility repairs); facilities maintenance inspections; planning and implementation of capital and infrastructure improvement programs; concessions, parking and special event use permit administration; and our children’s Water Awareness, Training, Education and Recreation (W.A.T.E.R.) programs.”*

Department Mission Statement

### III. Los Angeles County Beaches



#### A. Background

Originally, the Department of Parks and Recreation had jurisdiction over the Los Angeles County beaches. On May 1, 1969, the Los Angeles County Board of Supervisors created the Department of Beaches, with oversight, at that time, of 9.4 miles of beaches. As of 1980, the miles of beach territory operated by the Department of Beaches had risen to 37.7 miles of coastline.

In 1982, the Department of Small Craft Harbors merged with the Department of Beaches to create a more organized and efficient Department of Beaches and Harbors. At present, the Department is responsible for operating and managing 25 miles of beaches from Royal Palms Beach in the south to Nicholas Canyon Beach in the north. Eleven public access ways in the Malibu area have been open to the public since 1972 and are currently maintained by our Department.

#### B. Los Angeles County Beaches Management Facts

- **Number of Beaches Maintained:** . . . . . 17
- **Number of Trees Pruned & Maintained:** . . . . . 1,169
- **Number of Trash Barrels Along Coastline:** . . . . . 3,000
- **Number of Annual County Beach Patrons:** . . . . 50-60 million per year
- **Divisional Operating Budget:** . . . . . \$7 million
- **Amount of Annual Beach Trash & Debris:** . . . . .  
 . . . . . 84,000 tons/168 million pounds removed over the past 20 years
- **Number of Beach Parking Lots:** . . . . . 33
- **Number of Beach Parking Stalls:** . . . . . 8,161
- **Number of Miles of Sand Berms:** . . . . . 8.5 miles
- **Number of Beach Acreage:** . . . . . 1,213
- **Highest Tonnage of Trash Collected Over Holiday Weekend:** . . . . .  
 . . . . . 101 tons on July 4, 1992
- **Number of Storm Drains:** . . . . . 181
- **Number of Creek Beds:** . . . . . 6
- **Beach Restroom Facilities:** . . . . . 53
  - Showers . . . . . 230
  - Sinks . . . . . 245
  - Toilets . . . . . 375
  - Urinals . . . . . 132
- **Number of Maintenance Employees:** . . . . . 148



### III. Los Angeles County Beaches (continued)

#### B. Los Angeles County Beaches Management Facts (continued)

- Number of Maintenance Service Yards: . . . . . 7
- Number of Beach Access Ways with Secure Gates: . . . . . 11
- Number of Portable Lifeguard Towers: . . . . . 153
- Number of Satellite Lifeguard Buildings: . . . . . 9
- Number of Administrative Lifeguard Buildings: . . . . . 5
- Number of Volleyball Courts: . . . . . 292
- Number of Film Permits for 2007: . . . . . 717
- Number of Sand Bagging Units: . . . . . 5

#### Miles & Acreage per Beach

<u>Beach</u>	<u>Miles</u>	<u>Acreages</u>
Royal Palms	0.9	18
White Point	0.8	20
Torrance	0.7	22
Redondo	1.8	85
Hermosa	1.7	110
Manhattan	2.2	144
Dockweiler	3.7	255
Marina Beach	0.4	6
Venice	2.9	238
Will Rogers	3.2	87
Topanga	1.1	22
Las Tunas	0.3	3
Malibu/Surfrider	0.7	37
Dan Blocker	0.7	4
Point Dume	1.2	34
Zuma	1.8	105
Nicholas Canyon	0.7	23
<b>Totals</b>	<b>24.8</b>	<b>1,213</b>

#### Sensitive Habitats on L.A. County Beaches:

- California Least Tern (at Venice Beach and Dockweiler Beach)
- Snowy Plover Bird (Zuma Beach south to Hermosa Beach)
- Egrets, Brown Pelican, and Blue Heron (at Marina del Rey)
- California Grunion at all beaches (March - September)

#### Beach Maintenance - Normal Work Schedule:

Summer: May 15 - September 15 (7 days per week)  
5:00 am - 1:30 pm

Winter: September 15 - May 14 (Monday - Friday)  
6:00 am - 2:30 pm



### III. Los Angeles County Beaches (continued)

#### B. Los Angeles County Beaches Management Facts (continued)

##### Beach Maintenance Equipment Inventory

<u>Description</u>	<u>Each</u>
Wheel Tractor	19
Wheel Loader	10
Bulldozer	2
Track Loader	4
Dump Trucks	4
Skatebed Dump Truck	2
Refuse Truck	4
Pick-up Truck	70
SUV	15
Surf Rake	10
3-Point Hitch Rake	10
Beach Sanitizer	13
Wheel Rake	10
Scraper Box	5
Water Truck	1
<b>Totals</b>	<b>179</b>

##### Beach Cleaning Schedule:

- **Restroom Cleaning:** . . . . . Seven days per week  
     ≈ Four times per day (summer)  
     ≈ Two times per day (winter)
- **Beach Raking:** . . . . . Seven days per week, 365 days per year
- **Emptying Trash Cans:** . . . . . Seven days per week, 365 days per year
- **Beach Sanitizing:** . . . . . Seven days per week, 365 days per year
- **Beach Access ways:** . . . . . Seven days per week, 365 days per year

##### Parking Lot Cleaning:

Parking lots are mechanically cleaned five days per week in the summer, three days per week in the winter, and manually detail-cleaned seven days per week.

##### Bike Path Cleaning:

The entire bike path is cleaned three times per week in the summer and two times per week in the winter by L.A. County Department of Public Works.

##### Sand Berms:

Sand berm construction takes place at Hermosa, Dockweiler, Venice, and Zuma beaches from November to December. Berms are then removed from February 15 to 28.

##### For More Information:

If you have any questions or comments about the Beach Maintenance operation of the Department of Beaches and Harbors, please call Chief Wayne Schumaker or Assistant Chief Kenneth Foreman at (310) 305-9551.



### III. Los Angeles County Beaches (continued)

#### C. Public Use

The communications challenge with respect to the Beaches is simple:

*Ensure that the wide array of activities made available to the public at the beaches is fully promoted.*

#### Wide Variety of Beach Activities

The beaches and coastal areas operated by the Department are open to the public for a variety of uses. Activities include: sunning, surfing, volleyball, scuba diving, skin diving, surf fishing, spear fishing, hang gliding, wind surfing, boating, and scenic enjoyment.

Bicycling is also a favorite activity along the beach bicycle trail. The Marvin Braude Bike Path, travels along the coastline from Torrance to Will Rogers Beaches - a total of 22 miles. It also connects with other bicycle paths from various inland areas. The 12 to 14 foot wide path is designed for bicycle use only; however many skaters and pedestrians also utilize it.

One of the most popular ocean activities is surfing and in Southern California alone there are more than a million surfers. The County, in an effort to expand hours of surfing while at the same time providing for bathers' safety, has developed a flag system. The area between the flags is for swimmers; the area on the outside is for surfers. There are also some all day surfing areas, Malibu Surfrider being the most famous.

#### Preserving Beach Environment, Public Facilities and Public Safety

The County is dedicated to the preservation of coastal areas and maintaining the beaches for public use, along with protecting those who visit the beaches. Clean beaches are a goal of the Department, focusing on keeping the beaches clear of debris, because clean beaches are also safer beaches.

Parking lot improvements such as lighting, signage, parking meters and varying fees during the day and evening, and keeping the lots swept and clean of debris help to ensure the visitor has a flexible, safe and enjoyable visit to the beach.

The County of Los Angeles Fire Department Lifeguard Division staffs the Los Angeles beaches with professional lifeguards, and serves and protects the 60 million beachgoers who visit the beaches every year.

**STRATEGY:** Communications for the beaches should foster working relationships with elected officials, government and regulatory agencies, environmental and community interest groups, the beach going public and local residents. Our communications should present and promote balancing the full range of beach uses among all concerned.



### III. Los Angeles County Beaches (continued)

#### D. Beach Events/Activities: Serving Our Audience

An important part of the communications strategy is to inform the public about how to take advantage of special beach use activities such as the following:

- **All year around**, many *public and private events* are allowed through a permit process along the Los Angeles County coastline. The Department issued over 1,800 permits in 2008 for both types of events, such as weddings, parties, athletic events and filming.
- **All year around**, Wednesdays through Sundays from 1 pm to sunset, *Hang gliding training* takes place at Dockweiler State Beach. Participants can glide as far as 100 yards and as high as two stories above the ground while hang gliding off twenty-five foot sand dunes at Dockweiler Beach.
- **All year around** but especially summer, the Department's *W.A.T.E.R. Program ocean sports camps* are held on the beaches for young people, ages 7 to 17. Boys and girls have the opportunity to learn ocean safety and skills in a wide variety of ocean activities including body boarding, kayaking, surfing, and sailing. A Youth Center on Dockweiler Beach is planned for the Department's W.A.T.E.R. program.
- **All year around**, the newly renovated *Dockweiler RV Park* is the only oceanside RV Park on the Los Angeles County beaches.
- **In July**, the *International Surf Festival* is sponsored by South Bay cities and the Department. The Festival is an exciting series of events that include the Los Angeles County Lifeguard Competition, as well as surfing, body surfing, paddleboard, volleyball, sand castle design and fishing derby competitions.

#### E. Public Projects: Communicating the Right Message

Capital projects completed at various beaches include construction of new Lifeguard headquarters and sub stations, restrooms, maintenance buildings, concession buildings, parking lot refurbishments, ADA access improvements, redesign of beach entrances, the RV Park and the construction of a youth center.

Community concerns with development of public facilities on the beaches generally include environmental and natural habitat issues, noise, interruption of ocean views, or parking spaces by beach goers. Complaints generally come through telephone calls or e-mail communications and through comments made to beach maintenance personnel.

**STRATEGY:** Promote these projects as versatile recreation opportunities for the whole family, that also protect the environment and are socially responsible.



### III. Los Angeles County Beaches (continued)

#### F. Navigating through Regulatory and Other Limitations

The public meeting process for beach projects starts with a review and recommendation from the County of Los Angeles Beach Advisory Commission (COLABAC). At this public forum, the Department provides information on environmental matters and regulatory issues. The Department goes beyond its required duty to answer public concerns on issues such as:

- Preservation of El Segundo blue butterfly habitat
- Protection of least tern and snowy plover nesting patterns and habitat
- Returning native grasses and other native plants to the beaches
- Restoration of natural habitats with volunteer assistance (as in Zuma Creek Wetlands Restoration)
- Utilizing archaeological elements in the restoration of White Point/Royal Palms Beach
- Sand renourishment
- Breaching creeks and storm drains

Regulatory agencies, along with one advisory commission County of Los Angeles Beach Advisory Commission (COLABAC), must approve various aspects of Beach redevelopment:

The COLABAC advises the Department on all issues relating to the beaches. Those meeting agendas are posted at the Marina del Rey Visitors Information Center, Lloyd-Taber Marina del Rey Public Library, Department Administration building, Burton Chace Park and available via Internet on the Department's website.

The County Board of Supervisors approval is required for every beach project.

The California Coastal Commission (CCC) approves the Coastal Development Permits for all projects in the coastal zone.

The County Regional Planning Commission approves Conditional Use Permits in unincorporated coastal areas.

Other entitlement and regulatory approvals that might be required are the County Department of Public Works, Building and Safety Division, Fire Department and State Parks Commission if the development is on a State beach.



## IV. Implementation Issues



### A. Public Protest

In the Marina, public protests usually concern issues arising over Marina del Rey redevelopment. On the beaches, such protests generally involve environmental matters or capital projects. In dealing with all protests, it is important that the Department respond with one voice and one message. The designated Public Information Officer and his/her backup must always be available to the news media, presenting the message that clearly delineates the Department's position on the issue and the reasons behind that position.

### B. Communications Strategies for DBH Staff

This strategic communications plan should bring pride to both the Marina and beach communities. Achieving the vision of Marina del Rey as a world-class destination to live, work, and play requires getting the word out. With numerous projects completed at the beaches, there are many opportunities to broadcast the Department's successes. Communication of projects is essential at all levels - among the implementing agencies, between the numerous stakeholders, and among the various communities.

#### Define Our Customers

Each of us needs to recognize that we are the role model for the Department and are communicating with both internal and external customers when we are at work. Internal customers are comprised of co-workers and the Department's divisions. The external customers can be the public, lessees, film companies, sister agencies, and fellow State or Federal agencies. This document concentrates on how we treat our external customers, which is critical to our role as the lead Department for these two assets: Marina del Rey and Los Angeles County Beaches.

As Marshall McLuhan said, "the medium is the message." Accordingly, in order to convey to its audience the messages that the Department truly wants, it needs to tailor its communications to the needs of the targeted community. In designing a customized communications strategy it has relied on both interactive media and staff interactions with the public.

#### Recognize How Much We Communicate

The Department's communications foundation is in its excellent public service. The Department's customer contact is not the same for every division; each has its own requirements. Some divisions have more customer contact than others, depending on the services rendered. Some divisions are going to have more "confrontational" customer contacts.

#### **Defined levels of customer contact:**

"Low" customer contact — persons who have little or no external customer contact.

"Mid" customer contact — persons who have some external customer contact.

"High" customer contact — persons with a high level of external contact.

All levels have internal contact, some more than others.



## IV. Implementation Issues *(continued)*

### B. Communications Strategies for DBH Staff *(continued)*

#### Getting Out the Right Message

Staff at each of the Department's contact points will be provided with a custom message and the method to disseminate that message appropriately for that contact point. This will help to improve the way the Department communicates with its customers, and also control the information that is being disseminated.

Once the communication contact points are identified, priority will be placed on designing the medium and the messages:

- Telephone etiquette, voice mail systems, written communications, emails and Internet/intranet use
- New employee training
- Coaching

#### Management's Role: Standards, Training, Coaching, Tracking

The employee is the Department's front line communication contact point. Each letter sent must project the Department's public service pride, starting with the way the letter is written, to how it is formatted on letterhead and the color of the ink. Each employee's verbal interaction with a customer is a communication from the Department. This message must be reinforced to ensure that all employees know their responsibility when representing the Department.

Training is one way to continue educating Department employees, and it should be ongoing. Training should be customized to meet the Department's needs and address its issues/problems. All training should be evaluated as to how it will make the Department better and what is needed to improve the Department's communications.

A coaching element is helpful in obtaining cohesive communications. By providing training at all levels of customer contact, employees will be able to communicate at their level with clear, correct and timely information. To reinforce this awareness, the Department can distribute reminders such as credit card size memory aids that summarize the objectives of a project.

Another communication strategy to assist the Department with its multitude of projects and programs is a tracking system. Tracking levels will depend on how much monitoring is necessary to secure the milestone dates for projects. A computer program that is easy to access would be the most effective tool in providing management with timely information.

#### Using Electronic Communications

##### **E-Mail Etiquette**

1. Be informal, not sloppy. Your colleagues may use commonly accepted abbreviations in e-mail, but when communicating with external customers, everyone should follow standard writing protocol. Your e-mail message reflects you and your Department, so traditional spelling, grammar, and punctuation rules apply.
2. Keep messages brief and to the point. Just because your writing is grammatically correct does not mean that it has to be long. Nothing is more frustrating than wading through an e-mail message that is twice as long as necessary. Concentrate on one subject per message whenever possible.



## IV. Implementation Issues *(continued)*

### B. Communications Strategies for DBH Staff *(continued)*

#### Using Electronic Communications *(continued)*

##### **E-Mail Etiquette** *(continued)*

3. Use sentence case. USING ALL CAPITAL LETTERS LOOKS AS IF YOU'RE SHOUTING. Using all lowercase letters looks lazy. For emphasis, use asterisks or bold formatting to emphasize important words. Do not, however, use a lot of colors or graphics embedded in your message, because not everyone uses an e-mail program that can display them.
4. Use the blind copy and courtesy copy appropriately. Don't use BCC to keep others from seeing who you copied; it shows confidence when you directly CC anyone receiving a copy. Do use BCC, however, when sending to a large distribution list, so recipients won't have to see a huge list of names. Be cautious with your use of CC; overuse simply clutters in boxes. Copy only people directly involved.
5. Don't use e-mail as an excuse to avoid personal contact. Don't forget the value of face-to-face or even voice-to-voice communication. E-mail communication isn't appropriate when sending confusing or emotional messages. Think of the times you've heard someone in the office say, "Well, I sent you an e-mail." If you have an issue with someone, speak with that person directly. Don't use e-mail to avoid an uncomfortable situation or to cover up a mistake.
6. Remember that e-mail isn't private. E-mail is considered to be the property of Los Angeles County and can be retrieved, examined, and used in a court of law. Unless you are using an encryption device (hardware or software), you should assume that e-mail over the Internet is not secure. Never put in an e-mail message anything that you wouldn't put on a postcard. Remember that e-mail can be forwarded, so unintended audiences may see what you've written. You might also inadvertently send something to the wrong party, so always keep the content professional to avoid embarrassment.
7. Be sparing with group e-mail. Send group e-mail only when it's useful to every recipient. Use the "reply all" button only when compiling results requiring collective input and only if you have something to add. Recipients get quite annoyed to open an e-mail that says only "Me too!"
8. Use the subject field to indicate content and purpose. Don't just say, "hi!" or from "whoever." Agree on acronyms to use that quickly identify actions. For example, use <AR> to mean "Action Required" or <MSR> for Monthly Status Report. It's also a good practice to include the word "long" in the subject field, if necessary, so that the recipient knows the message will take time to read.
9. Don't send chain letters, virus warnings, or junk mail. Always check a reputable antivirus Web site or DBH IT before sending out an alarm. If a constant stream of jokes from a friend annoys you, be honest and ask to be removed from the list.
10. Remember that your tone can't be heard in e-mail. Have you ever attempted sarcasm in an e-mail, and the recipient took it the wrong way? E-mail communication can't convey the nuances of verbal communication. In an attempt to infer tone of voice, some people use icons, but use them sparingly so that you don't appear unprofessional. Also, don't assume that using a smiley will diffuse a difficult message.
11. Use a signature that includes contact information. To ensure people know who you are, include a signature that has your contact information, including your mailing address, web site, phone and fax numbers.



## IV. Implementation Issues *(continued)*

### B. Communications Strategies for DBH Staff *(continued)*

#### Using Electronic Communications *(continued)*

##### **E-Mail Etiquette** *(continued)*

12. Summarize long discussions. Scrolling through pages of replies to understand a discussion is annoying. Instead of continuing to forward a message string, take a minute to summarize it for your reader. You could even highlight or quote the relevant passage, then include your response.

Use these suggestions as a starting point to create e-mail etiquette rules that will help the DBH team stay efficient and professional.

##### **Website(s)**

One of the main sources of external communications is the Department website which provides the public with instant Internet access for information about the Beaches, the Marina, Burton Chace Park, special events, W.A.T.E.R. Youth Program, the Department, Commission agendas, development/RFP's, planning, parking, permits, and frequently asked questions. A link has been established to include the "Watch the Water" beach webcams that display camera views of the beaches and include current beach conditions, water temperatures, wave heights, wind speed and water quality. A link from the Department website to the Marina del Rey Convention and Visitors Bureau website is also available to the public for tourist related information about Marina del Rey.

**It is strongly recommended** that an additional website be established on how to "live, work and play" in Marina del Rey in order to create an awareness of the amenities offered throughout the area. Information on the website would include lessee information, business directories, community information including real estate, events, entertainment, dining, etc.

##### **Automated Phone System**

The Department implemented the DIVA "after hours" automated phone system that quickly, effectively and professionally disseminates quality information to the public with easy to use prompt menus allowing callers to leave voice mail messages, retrieve staff and division directories, and obtain specific information on Department services.

#### Print Communications that Educate the Public

The following informational handouts for the public have been developed and distributed and include:

- Beach Shuttle Brochure
- Marina del Rey Restaurant Guide
- Marina del Rey WaterBus Brochure
- Los Angeles County Beach Bike Trail Guide
- Los Angeles County Beach Guide
- Special Event Brochures
- Visitor Information Center Complaint Form
- W.A.T.E.R. Youth Program (English & Spanish)



## IV. Implementation Issues *(continued)*

### B. Communications Strategies for DBH Staff *(continued)*

#### DBH Procedures on Media Inquiries

This procedure is designed to help DBH respond to media inquiries. By following these procedures, DBH staff will help the PIO provide accurate and consistent statement to the media and the public and anticipate when stories will be published or broadcast.

#### **Handling Media Inquiries to DBH**

DBH staff who receive media inquiries should inform the Public Information Officer (or her back-up) before agreeing to an interview or to provide information to the media. Dusty Crane (310) 305-9562, Dcrane@bh.lacounty.gov, is DBH's Public Information Officer and is the liaison with Los Angeles County Supervisor Don Knabe's Press Deputy, David Sommers and the Los Angeles County Chief Executive Office, Director, Public Affairs Judy Hammond on media issues. The PIO also helps coordinate DBH's interaction with the media. Debbie Talbot, Marketing Analyst, Community & Marketing Services Division (310) 305-9548, Dtalbot@bh.lacounty.gov is Dusty Crane's back-up.

The Los Angeles County Chief Executive Office of Public Affairs coordinates all interaction with the major media. Major media include newspapers in major cities and those with a national audience such as the Los Angeles Times, New York Times, Washington Post, and Wall Street Journal. Also included in the category of major media are national magazines such as Time and Newsweek, news wire services such as the Associated Press (AP) and Reuters, and all radio and television stations (national or local.)

DBH's Community & Marketing Services Division works with the CEO's Office of Public Affairs, and all Los Angeles County Supervisorial Districts and Supervisor Don Knabe's Press Deputy for Marina del Rey to provide background information and to schedule any interviews for DBH staff with major media.

Non-major media include community papers, trade press and newsletters and magazines published by professional societies and trade groups. Some examples of non-major media are The Argonaut, Daily Breeze, Santa Monica Mirror, Palisadian Post and Malibu Times. Non-major media inquiries are handled by DBH, and the PIO or her back-up coordinate all interaction with non-major media.

#### **Anticipating Media Interest in DBH Issues**

DBH needs to anticipate issues that may be of interest to the media and be prepared by developing informative background materials. When appropriate, CMSD will issue press releases, statements, or talking points and DBH will issue DBH updates and other materials to respond to the media. These materials provide DBH an opportunity to present important public information, announce significant initiatives and provide information about special events or programs of interest to the public.



## IV. Implementation Issues *(continued)*

### B. Communications Strategies for DBH Staff *(continued)*

#### DBH Media Policy

Effective communications with the media are critical to Beaches and Harbors' ability to carry out its mission. Effective media relations best serve the Department by:

- Informing the public of what we can do for them
- Promoting the Department's accomplishments and special events
- Expanding the general visibility of the Department
- Ensuring that accurate information is conveyed to the public regarding incidents and issues of a controversial and/or sensitive nature

#### **Policy**

The Public Information Officer (PIO), along with DBH administrative staff, serve as official Department spokespeople and convey the official Department position on issues of general Department-wide impact or situations that are of a particularly controversial or sensitive nature. Inquiries from the media about such issues should initially be referred to the Public Information Officer, Dusty Crane at phone number (310) 305-9562 or emailed to DCrane@bh.lacounty.gov.

In cases of critical significance to DBH, the PIO will work with other DBH staff to develop a written statement outlining the known facts of the situation and summarize DBH's position. A reactive Q&A will be developed and public responses will be published to the DBH website in a timely and efficient manner.

In the event of a crisis or emergency situation, the PIO will handle all contacts with the media, and will coordinate the flow from DBH to the public. In these situations, all DBH divisions should refer calls from the media to the Community & Marketing Services Division.

#### **Dealing With The Media**

Media inquiries should be referred to the PIO if they involve issues with DBH and/or are of a controversial or sensitive nature. The Community & Marketing Services Division promotes DBH through press releases regarding Los Angeles County Beaches and Marina del Rey events, programs and plans. All releases intended for external audiences should be routed through the PIO.

Since positive media solicitation is an integral element of DBH, any ideas for articles or stories that would positively portray DBH should also be directed to the PIO. Likewise, negative occurrences that may rise to the level of a news story should also be sent to the PIO.

Guidelines for communicating with the media when the issue is non-controversial and limited to the PIO's area of expertise:

- Obtain the name of the person calling, the media organization and, if available, the anticipated time of release of information to print or broadcast. This information should be included when the notification is made to the PIO.
- The best approach with the media is to be prompt, helpful and honest. All contacts from the media should be returned as soon as possible, in deference to reporters' deadlines. At the most, a call should be returned within a half-day. If that is not possible, an alternate employee (if appropriate) should be asked to handle the call.



## IV. Implementation Issues *(continued)*

### B. Communications Strategies for DBH Staff *(continued)*

#### DBH Media Policy *(continued)*

##### Dealing With The Media *(continued)*

- Make sure you understand each question from the media before answering. If you cannot answer the question, or are uncomfortable providing a response, take the reporter's number and advise him/her that someone who can provide the information will contact him/her as soon as possible.
- Do not offer speculation or gossip. Do not answer a reporter's question with "no comment." Do not be condescending or underestimate the reporter's intelligence, but make sure the reporter understands your responses. Provide your phone number and/or e-mail address for follow-up questions.
- Remember that in responding to the media, you will be seen as representing and speaking for DBH. Personal opinions should be clearly and carefully identified as such.
- Issues that should not be discussed with reporters are:
  - 1) legal issues,
  - 2) personnel issues,
  - 3) questions that involve DBH integrity, such as ethics or issues that may result in harm to others.

##### Emergency/Crisis Communications

Crisis communications have a lasting impact on DBH reputation and public support. How well we convey our message to the public greatly depends on what is reported to the news media. This is especially true in a crisis, during which the news media is the primary means of communication to our constituencies. Because of emotions that usually accompany crises, images formed from crisis reporting are especially important in shaping long-lasting public impressions of DBH.

In the event of a major crisis, it is essential that an effective communications plan be put into effect to disseminate timely, accurate information and to ensure that inquiries are routed to the appropriate sources. Some general guidelines for handling media relations during a crisis are as follows:

- Don't panic.
- NEVER say, "No comment." Also, NOTHING is "off the record."
- The rights and well-being of the public are paramount to all other considerations. If you are in a position to do so, minimizing loss of life or injury should be your primary concern.
- Maintain the good reputation of DBH.
- Show that you care.
- Provide accurate information. If you don't know the details, don't guess or assume; refer inquiries to the PIO.
- Avoid legal problems.



## IV. Implementation Issues *(continued)*

### B. Communications Strategies for DBH Staff *(continued)*

#### DBH Media Policy *(continued)*

##### **Emergency/Crisis Communications** *(continued)*

The PIO is responsible for the development and dissemination of all communications in the event of an emergency. This includes internal communications with DBH staff as well as communications with the media. The priority will be on maintaining timely and open communications with the media, providing complete and accurate information that has been confirmed about the emergency situation and DBH's response to the crisis at hand. Communications with the media will be frequent throughout the duration of the emergency situation. The DBH website will be utilized as a key medium for updating DBH and the public on the details of the emergency situation and actions we are taking to address all related issues.

A joint information center will be established in the event of a widespread incident/disaster. The joint information center will include workspace for media personnel, electricity, telephones, Internet connections, community directories and maps.

A communication information center may also be established, if a high volume of incoming phone calls are expected.

#### Signage That Communicates A Good Image

New signage presents branding opportunities as well as vital information for the public. It is important that signs throughout the Marina and beach community be well marked, conveniently located and well lit.

##### **Marina**

With the redevelopment of the Marina, it is recommended that the Department take stock of all of the signs currently in the public domain. Some signs are unnecessary or redundant and can be removed. Other signs are unattractive, too regulatory, outdated, or worn, and in need of replacement. The Department is taking inventory of the signage currently in place and will identify a new signage program for the Marina, with an eye to crisp, attractively presented, informational messages.

New Marina signage areas include:

- Waterfront Promenade (pedestrian)
- Parking Lots
- Parks
- Street
- Water-based (recreational/commercial boater)
- Gateways to the Marina
- Anchorages
- Guest Slips
- Directional



##### **Beaches**

Beach signage is developed as part of the capital projects and reflects the unique character of the various beach communities. The informational signage provides the public with ordinances, and water and wind warning information.



## IV. Implementation Issues *(continued)*

### B. Communications Strategies for DBH Staff *(continued)*

#### Permitting to Encourage Public/Private Use

Use permits for special events and commercial or promotional events in Marina del Rey or on the Los Angeles County Beaches provide the public and businesses with a process for utilizing a designated area. The use permits have varying fees, depending on the type of event and the desired venue. Permits are also issued for charitable events at a reduced fee, according to Board policy. The Department coordinates filming permits on public property, either at the Marina or on the beaches.

#### Using Special Events to Promote Our Areas

A number of prominent, high quality and affordable special events are available to the public. Promotion of these special public events in Marina del Rey, and occasionally on the beaches, can take the form of brochures, street banners, radio and television announcements, press releases, display newspaper advertising, mostly in the local community newspaper, mentions and publicity photographs in Calendar sections of Los Angeles metro dailies and weeklies. An additional form of promotion is stimulated by requests to the Department from various news outlets. All of the above promotion should be of the highest quality, the message consistent, writing and layout designed to attract attention without sacrificing integrity and carefully prepared for the intended audience.

#### Equipping Maintenance Staff to Communicate

Maintenance personnel are often the Department's front-line ambassadors. They take pride in the part they play in the Department's reputation for maintaining beautiful, clean beaches and helping to keep Marina public areas immaculate. Staff should be prepared and equipped, when approached by the public with questions, to answer knowledgeably, courteously, and helpfully. The Department's reputation with the public is often based on these front-line encounters.

### C. Taking Credit for Public Benefit

County agencies are responsible for the improvements in the Marina and on the Beaches through capital improvement projects. Both recent and planned investments provide a significant level of new development and help create the vision of a NEW MARINA and our BEAUTIFUL, ACCESSIBLE BEACHES, which includes:

#### Marina Projects to Publicize



- In 2007 - 250,000 cubic meters were dredged from the North Marina entrance replenishing the beach at Dockweiler State Beach.
- Between 1994 and 1996, the County and U.S. Army Corps of Engineers spent \$5.5 million to dredge nearly 300,000 cubic yards of material to maintain the Marina's harbor entrances.
- An additional 700,000 cubic yards of waterway dredging began in 1988 and was completed in 2000 (total projected cost of \$7.7 million).



## IV. Implementation Issues *(continued)*

### C. Taking Credit for Public Benefit *(continued)*

#### Marina Projects to Publicize *(continued)*

- A \$23.5 million seawall restoration project to reinforce all 758 panels of the Marina seawall was completed in 2000.
- Phase I seawall repair project complete on 1,600 lineal feet in 2007.
- Marina Beach new APA dock and circulators installed.
- Marina Beach storm water diversion project complete.
- Expansion of Marina del Rey WaterBus to 7 stops.
- Summer Beach Shuttle implemented to mitigate traffic.
- Planned expansion of Burton Chace Park.
- New way finding signage installed.

#### Beach Projects to Publicize



- **Dan Blocker Beach-West** with blufftop ADA-compliant improvements, stairs to the beach, trail development with protective railing, benches, picnic facilities and native planting.
- **Dockweiler State Beach** with reconstruction and refurbishment of beach facilities, including restrooms, parking lots, concession building, lifeguard facilities, beach entrance and upgrade of the existing RV campground.
- **Dockweiler State Beach** – Youth Center with 8,800 square feet serving as the southern headquarters for the County’s W.A.T.E.R. Youth Education Program will house multi-purpose meeting and training facilities, administrative space, indoor storage, restroom and locker facilities, and beach equipment storage.
- **Venice Beach Refurbishment** – Reconstruction and renovation of restrooms, expansion of the parking lot, construction of two permanent bike/skate rental concession buildings.
- **Will Rogers State Beach (Coastline Drive Development)** – reconstruction of the parking lot, construction of a view deck, ADA-compliant beach access ramp and walkways, landscaping and lighting.
- **Will Rogers State Beach (General Improvement Project)** – reconstruction of restrooms, parking lots, concession building, lifeguard facilities, construction of ADA-compliant access improvements, and redesign of the beach entrance at Temescal Canyon.

### D. Addendum: The Next Phase

**Political Objective** - Enhance credibility of the Department

**Social Objective** - Improve and increase recreational opportunities for “quality of life”

**Environmental Objective** - Preserve unique coastal resources for future generations

**Economic Objective** - Increase revenue and business activity



## IV. Implementation Issues (continued)

### D. Addendum: The Next Phase (continued)

#### Implementation Strategies:

- Positive messages and public access
- Synthesize role, responsibilities, achievements of the Department
- Improve quality of customer service to constituents
- Improve access to information about public facilities
- Educate public on future projects
- Needs “big picture”: focus with specific examples (e.g., all capital improvements with detail)
- Capitalize on Department's high quality stewardship principals and let the public in on these (economic, environmental, social responsibility)
- Make the Department more user friendly
- Increase public access

#### Areas to be Addressed



- A. • Departmental Role/Responsibilities/Achievements (recent)  
• Leadership, big picture look, quantifiable goals



- B. • Public Facilities/Resources for Public Use/Public Safety  
• What are they? Where are they?  
• Operating hours, rules, regulations - how to access?  
• How does public know what there is?



- C. • Future/Next Step/Next 10 Years  
• Capital Improvements, Maintenance, Redevelopment  
• Emphasize economic development, environmental achievements/goals, and social responsibility results  
• Private redevelopment vs. Public redevelopment



- D. • Special Events  
• Promotion  
• Value to the Public

#### Opportunities to Distribute Messages

Website  
Publications  
Public Presentations  
Phone Systems  
Signage  
Newspaper inserts  
Press releases, ads, banners



## V. Crisis Communications



### Crisis Communications Readiness Checklist

These ten items should be in place prior to a crisis situation. This is of great help in maintaining calm and being able to concentrate on our top priority, the crisis action plan.

1. **Public relations policy and procedures**  
A statement of mandate, values, program, leadership.
2. **Crisis communications action plan**  
Key people, roles, action sequences, scenarios.
3. **'Big Picture' information piece on the Department of Beaches and Harbors**  
Bullets on managed assets, resources maintained and services provided.
4. **'Window' information piece on every major project/program**  
Content and being up-to-date is most important.
5. **Reference files on potential crisis situations**  
Minutes, reports, complaints filed, clippings - indexed and portable.
6. **Key person list**  
Work, cell, home, pagers, fax numbers, one page job summary and one page bio – senior person at every physical DBH location - indexed and portable.
7. **Designated spokesperson(s)**  
Establish default assignments prior to a crisis. Arrange for everyone to have some public speaking experience. These people and our marketing group should know each other.
8. **Designated media coordination**  
This function should be established as credible and helpful for both staff and media prior to a crisis. Trust is an outstanding asset in the midst of mayhem.
9. **Media directory or detailed list**  
Los Angeles County Public Affairs or LA Metro contact database. A concise list of major media for key spokespeople.
10. **Media contact log**  
We could have a dozen or more newspapers and radio and television stations on the go at one time. A separate tracking sheet for every journalist/story should be kept including who contacted who, when, about what, how to contact them, what their deadline is, what was promised, who you've delegated to, when they're due to get back to you, whether follow up is needed.



## V. Crisis Communications (continued)

### I. Introduction

A crisis is any situation that threatens the integrity or reputation of the Department, usually brought on by adverse or negative media attention. These situations can be natural disasters, manmade disasters, legal disputes, accident or theft that could be attributed to the Department. It can also be a situation in the eyes of the general public or the media where the Department did not react to one of the above situations in the appropriate manner. This plan is designed to provide a guide for crisis situations where this plan needs to be implemented and the message delivered expeditiously.

If handled correctly, the damage can be minimized. One thing to remember that is crucial in a crisis is to tell it all and tell the truth. If this is done, the situation will be minimized.

When a potential crisis situation arises, the first thing to do is to contact the Los Angeles County Board of Supervisors, the Director of Beaches and Harbors and the Department PIO (Public Information Officer) Dusty Crane at phone number (310) 305-9562. The sooner those individuals are involved the sooner the crisis plan can be implemented.

### II. The Crisis Communications Team/Action Plan

This team is essential to identify what actions should be taken utilizing key people, roles, action sequences and scenarios. The team should be comprised of individuals who are key to the situation. The group should include as a minimum the Director, PIO, Division Chiefs from the Division in charge of the area that was involved in the situation that has brought about the crisis, the safety officer and anyone else that should be brought on board. The job of this team is to come up with a plan of action.

A copy of the crisis communications team roster should be attached and should include cell phone and pager numbers if each team member has one (either one or the other should be issued to the primary team members at least). A crisis is not always at the most convenient time and place and a complete DBH management list is recommended.

Once the crisis communications team is selected, a list should be made of the team members and what each team member is responsible for. In addition to the crisis communication team, the PIO should be supplemented with competent people who can answer phones and if required escort media. Handling calls from the media promptly is essential. As soon as possible, a prepared statement should be given to staff. This statement should be something such as "Facts are still being gathered and there will be a press conference before 4:00 p.m., give me your name and number and I will call you back to let you know when."

One of the first responsibilities of the crisis communications team should be to determine the appropriate positioning or message to address the emergency.



## V. Crisis Communications (continued)

### II. The Crisis Communications Team/Action Plan (continued)

#### Things to think about:

- It is always best when a mistake has been made to admit it up front and begin doing whatever is possible to re-establish credibility and confidence with internal and external audiences.
- The first and foremost goal is protecting the integrity and reputation of Los Angeles County and the Department.
- Never try to lie, deny or hide your involvement.
- If you ignore the situation it will only get worse.
- The cause of almost all crises falls into two broad categories:
- Overt acts and acts of omission.
- Issues of competence or lack thereof in matters of public perception.

### III. Positioning

To decide on a position, it is important to step out of your role in the Department and put yourself in the situation of whoever was involved in the crisis or try to view the crisis from the public's point of view.

#### Examples of categories to consider for positioning are:

Human error  
Clerical error  
Unauthorized procedures  
Inadequate supervision  
Inadequate quality control  
Misuse of confidential information  
Errors of judgment  
Inadequate standard operating procedures

When considering the Department's position, it is important to consider the wide range of consequences (e.g., legal, financial, public relations, effects on administration, and effects on operations).

***Keep in mind people tend to remember what they hear first and last.***

### IV. Designated Spokesperson

One individual should be designated as the primary spokesperson to represent the Department, make official statements and answer media questions throughout the crisis.

A back-up to the designated spokesperson should also be identified to fill the position in the event that the primary spokesperson is unavailable.

In addition to the primary spokesperson and the back-up spokesperson, individuals who will serve as technical experts or advisors should be designated. These resources might include an engineer, a consultant, a leader in the community or anyone the Department deems necessary during a specific kind of crisis. This will take some brainstorming by the crisis communications team since what is needed may not always be apparent. There should be an authority or technical expert in their field available to supplement the knowledge of the spokesperson.



## V. Crisis Communications (continued)

### IV. Designated Spokesperson (continued)

Criteria for the spokesperson, back-up spokesperson and crisis communication expert is:

- Comfortable in front of a television camera and with reporters. Preferably skilled in handling media, skilled in directing responses to another topic, skilled in identifying key points, able to speak without using jargon, respectful of the role of the reporter, knowledgeable about the organization and the crisis at hand. Able to establish credibility with the media, able to project confidence to the audience, suitable in regard to diction, appearance and charisma, sincere, straightforward, believable, accessible to the media and to internal communications personnel who will facilitate media interviews and remain calm in stressful situations.
- In addition to the designated spokesperson and back-up, it can be anticipated other departments and districts will be involved in the crisis; Sheriff's, Fire, Lifeguards, health officials, etc., will also have a spokesperson. If necessary, it is important to obtain the identity of the individuals as early as possible so all statements and contacts with the media can be coordinated.

### V. Media Policies and Procedures

Select a location to be used as a media center. It should be some distance from the location of the crisis communications team, spokesperson and emergency operations center to ensure that media are not in the middle of the action.

Locations for interviews and press briefings will be decided by the crisis communications team.

Don't change the rules already established for the media. If the media are currently required to be escorted during a crisis they should be required to be escorted. These things should be considered and preparations made to find people who can escort media during a crisis. If there are special circumstances that would require them to be escorted such as a safety hazard, they should be advised of this up front. Any change in the way the media is dealt with during a crisis may change the view of the reporter. It is important they feel the agencies are not trying to hide anything.

Reporters may ask to speak to Department staff that are involved with or have been affected by the crisis. It is best to restrict interviews to the primary spokesperson, back-up spokesperson or technical expert. Controlling the interview process is key to managing the crisis.

Remember reporters have the right to interview anyone they want to and if they don't get the answers they want they will get them elsewhere since they are after the story. They all want a different angle than the reporter standing next to them. All media should be treated equally. What is provided to one media outlet (such as access to an area affected by the crisis) should be available to all media.



## V. Crisis Communications (continued)

### VI. Practicing Tough Questions

A crisis situation is always difficult when dealing with the media. Tough questions and rehearsals are necessary to help the spokesperson prepare.

It is important at the outset of the crisis that the spokesperson, back-up and advisors spend some time rehearsing prepared statements and answers to possible “tough” questions that may be asked by reporters. If possible, similar rehearsals should be conducted prior to each media interview, briefing or news conference. It is also important to anticipate and practice new questions as the story evolves.

It is better to over-prepare than to be surprised by the depth of questioning by the media. Be tough and be prepared.

The crisis communications team should prepare questions and answers for the practice sessions. These questions and answers should be for internal use only and not for external distribution.

Don't volunteer information unless it is a point the Department wants to make and the question hasn't been asked.

Don't talk off the record.

### VII. Prepared Statements with Sample News Release

If the Department doesn't communicate immediately, we lose our greatest opportunity to control events. The first news release should include a minimum of who, what, when and where of the situation.

Give the facts that have been gathered from reliable sources and confirmed. Don't over reach and don't speculate. There is a limit to your role and to exceed that is a mistake. If the Department does nothing more than show concern for the public and our employees in the first press interaction we are on the right track. Expressing concern and generating good will in securing the loyalty of the public by taking the initiative to share information with them.

#### SAMPLE NEWS RELEASE

A (what happened) at (location) involving (who) occurred today at (time). The incident is under investigation and more information is forthcoming.

#### For instance:

- An explosion occurred today at 3 p.m at 4701 Admiralty Way, the Community and Marketing Services Division of the Los Angeles County Department of Beaches and Harbors. The incident is under investigation and more information is forthcoming.
- Put down a definitive time for the next news conference or release of information if it is known but it is not necessary. This will not solve all problems, but it may buy enough time to prepare for the next news conference or news release.
- Additional information if it is available, such as how many casualties there are now up to this point or any other pertinent information available. This information should be definitive and not speculative and verify everything stated. This will help Department credibility in the long run.



## V. Crisis Communications (continued)

### VII. Prepared Statements with Sample News Release (continued)

A prepared statement must be on hand to make an initial general response to the media when knowledge about the crisis first becomes known on a widespread basis or by reporters.

As the crisis progresses and new information and facts become available, it is also advisable to develop prepared statements to be made by the spokesperson at the onset of any media interview, briefing or news conference.

These prepared statements can also be read over the phone to reporters who call to request information but are not represented at news conferences or briefings. The statement can also be sent by e-mail upon request.

### VIII. Collateral Materials

Fact sheets or talking points about the area in which the crisis has occurred are helpful in informing the reporters or anyone else seeking information about the situation.

In some cases it might be necessary to create materials (e.g., evacuation plan). If an evacuation plan is explained there is less chance of a reporter interpreting the situation erroneously.

If one is not already in place, a generic fact sheet about the Department should be created and made available.

Always do what you can to make a complicated issue as simple as you can for reporters. If the crisis was caused by a piece of equipment, consider bringing in a similar piece of equipment to show reporters. At the very least, provide a schematic or drawing. Provide them with a visual that may keep them from seeking one out themselves.

### IX. Required Information

Up-to-date compilation of field reports from Division Chiefs, District Managers and staff regarding the crisis including date, time, location, names, numbers, areas affected, other agencies contacted, etc. should be collected and rushed to the crisis team.



## V. Crisis Communications (continued)

### X. Key Audiences

Below is a list of publics served by many public affairs or communications departments. During a crisis consider what the most effective method of communication would be for each group. Ensure communication with each group that is part of your audience.

**Employees:** Management, hourly/salaried, Union members, families and retirees. Community where employees live, neighborhood coalitions, community organizations, beach locations, Chambers of Commerce.

**Media:** General, local, national and international; specialized.

**Special Interests:** Environmental, safety, disabled, minority, think tanks, consumer, health, senior citizen and religious.

### XI. Contact Log

A log should be established to record all phone calls from the media or other parties inquiring about the crisis. This will help to ensure that the many callbacks required are not overlooked. It will also assist in post-crisis analysis.

The contact log should contain the following information:

Date / Name of caller / Question(s) asked / Telephone number / Person responsible for response / Additional follow-up needs

### XII. Speaker Presentations

#### Checklist of Do's and Don'ts

##### DO'S

##### When preparing to give a speech:

- Use a full script with LARGE TYPE for easy reading
- Leave wide margin for notes to yourself
- Leave pages unstapled for easier handling at podium
- Highlight and mark your script to guide delivery
- Time your presentation to fit the program schedule of the group to be addressed
- Practice: Read the script aloud using a mirror and voice recorder until it sounds like talking, not reading



## V. Crisis Communications (continued)

### XII. Speaker Presentations (continued)

#### Checklist of Do's and Don'ts (continued)

##### DO'S (continued)

##### **When preparing to give a speech:** (continued)

- Be sure to have the facts about the audience size, contact person's name, facility, etc.
- Based on the audience and your presentation, determine what, if any, equipment will be used. If unfamiliar with the equipment, contact DBH IT or ISD (Internal Services Department) on how to use the presentation devices
- Upon arrival for the presentation, be at least 15 minutes early and check the presentation equipment in advance if possible
- Check the lighting in the room so the presentation will be visible to the audience
- Check the microphone (whether it is free standing or table) before beginning – “Can you hear me?”
- Check lighting to podium for reading visibility
- Make sure the text/graphics are large enough for people to read
- Check to be sure you are situated correctly in the room with the presentation equipment, screen, microphone and audience

##### **When you are speaking:**

- Stand straight and direct voice toward audience
- Speak loudly, slowly and distinctly
- Establish eye contact (or appear to do so) with the audience from time to time
- Stay within the allotted presentation time

##### **When you are answering questions:**

- Remain friendly, cool-headed and confident
- Answer only the questions asked and do so succinctly and clearly as possible
- Remember, you do not always have to know every answer. Say “I will have to check that out for you – please see me after the meeting.”
- Avoid allowing one person to dominate the questions by moving on: “Thank you for your interest. I'll be glad to talk to you about your concerns after the meeting. Right now let's see if anyone else has questions for the group.”

##### **When you are finished with your presentation:**

- Remain long enough to give individuals an opportunity to speak with you
- Make arrangements for distributing materials to the group, if requested/appropriate



## V. Crisis Communications (continued)

### XII. Speaker Presentations (continued)

#### Checklist of Do's and Don'ts (continued)

##### DON'T's

##### When preparing to give a speech:

- Assume you can “wing it” – almost no one can
- Decide you are better “off the cuff” – almost no one is
- Use type that is too small to read with a dim light and margins too narrow for notes
- Leave too little time to practice adequately

##### When you arrive at your engagement:

- Be late
- Forget the group's contact person's name
- Fail to check your equipment

##### When you are speaking:

- Mumble your remarks to the podium
- Speak too loudly into the microphone
- Allow yourself to wander away from your prepared text
- Tell an unprepared anecdote or joke, or make remarks
- Speak longer than time allotted

##### When you are answering questions:

- Become defensive or emotional
- Assume that tough questions are personal
- Answer more than the question itself
- Allow one person to dominate the question period



## V. Crisis Communications (continued)

### XIII. Handling Media Interviews

#### PREPARING FOR BROADCAST/CABLE INTERVIEWS

Prepare “talking paper” on primary points you want to make

Anticipate questions – prepare responses

Practice answering questions

Cover controversial areas ahead of time

Know who will be interviewing you, if possible

Determine how much time is available

Audiences often remember impressions, not facts

#### Do's and Don't's During the Interview Process:

##### DO'S

- Do build bridges
- Do use specifics
- Do use analogies
- Do use contrasts, comparisons
- Do be enthusiastic/animated
- Do be your casual, likeable self
- Do be a listener
- Do be cool
- Do be correct
- If you don't have the answer or can't answer, do admit it and move on to another topic

##### DONT'S

- Don't fall for that “A or B” dilemma
- Don't accept “what if” questions
- Don't accept “laundry list” questions
- Don't go off the record
- Don't think you have to answer every question
- Don't speak for someone else – beware of the absent party trap



## V. Crisis Communications (continued)

### XIII. Handling Media Interviews (continued)

#### Tips on Appearance:

Remember...television will frame your face. Be calm and use high hand gestures if possible.

Keep eyes on interviewer, not camera.

Smile, be friendly.

Avoid wearing pronounced stripes, checks or small patterns.

Grey, brown, blue or mixed colored suits are best.

Grey, light-blue, off-white or pastel shirts are best.

Avoid a hair cut right before the interview.

#### HOW TO RESPOND DURING A NEWSPAPER INTERVIEW

- Obtain advanced knowledge of interview topics
- Be prepared in detail. Print reporters are often more aggressive than broadcast reporters and may ask more detailed questions
- Begin the interview by making your point in statement by making your major points in statement form
- Try to maintain control of the interview
- Don't let the reporter wear you down
- Set a time limit in advance
- Don't be so relaxed that you say something you wish you hadn't
- Avoid jargon or professional expressions
- The reporter may repeat themselves in different ways to gain information you may not want to give
- Don't answer inappropriate questions. Simply say it is "not an appropriate topic for you to address at this time," or "it's proprietary" for example
- Be prepared for interruptions with questions...it is legitimate for reporters to do that
- Do not speak "off the record"
- Remember, the interview lasts as long as a reporter is there

#### After the Interview

- You can ask to check technical points, but do not ask to see advance copy of the story



## VI. Conclusion

This Communications Strategy provides the Department with various recommended strategies. However all suggestions are flexible and can be changed to meet the Department's needs. Finally, as the Department works to meet the challenges of the next phase of redevelopment, we need to maintain a clear and consistent message about the Department's mission and its many projects. This consistency will help the Department attain its goals throughout the redevelopment process: retaining businesses, visitors and residents in the Marina; and projecting its public service pride to users of the beaches.

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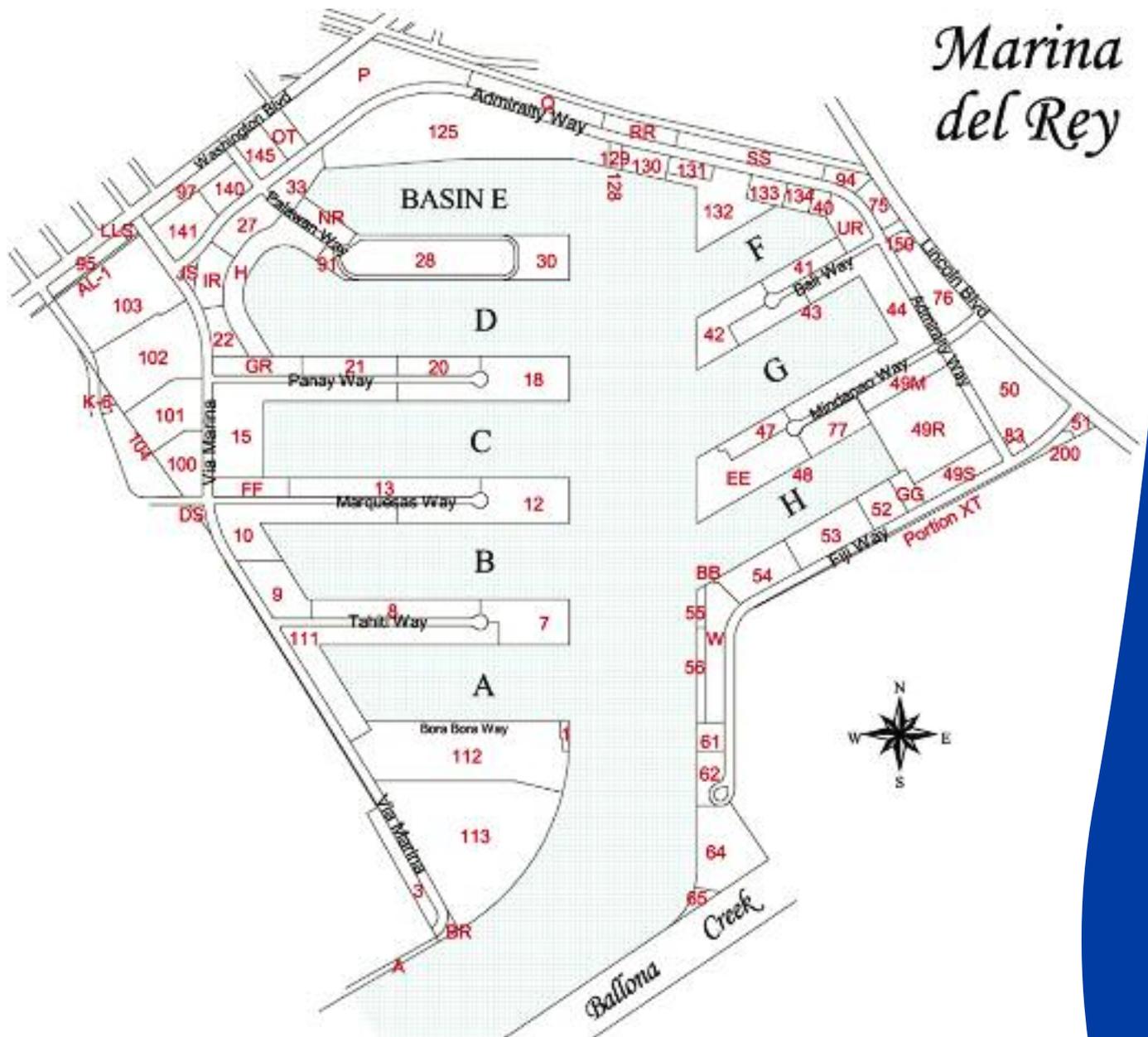
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# Strategic Communications Guide

## Marina del Rey Parcels

This exhibit will identify each of the Marina's parcels, projects and vital statistics, including before and after photos/renderings. The lessees will design promotional and marketing communications for each of their own projects. The Department will "pitch" how each project will benefit the entire Marina community. The Department will develop appropriate and effective promotional materials for County projects.





# Strategic Communications Guide

## Marina del Rey Parcels



### Marina Fuels (Parcel 1S)

<b>Location(s):</b>	13800 Bora Bora Way Marina del Rey
<b>Lessee Web Address:</b>	n/a
<b>Type:</b>	Commercial - fuel dock for boaters
<b>Public Benefit:</b>	Improved fuel and related services for the recreational/commercial boating community. Waterfront pedestrian promenade, ADA compliant WaterBus dock, improved landscaping
<b>Development Company:</b>	Del Rey Fuel, LLC
<b>Construction Start:</b>	2009
<b>Completion Date:</b>	2010
<b>Built:</b>	1962





# Strategic Communications Guide

## Marina del Rey Parcels



### Tahiti Marina (Parcel 7)

<b>Location(s):</b>	Tahiti Marina 13900 Tahiti Way Marina del Rey
<b>Lessee Web Address:</b>	<a href="http://www.tahitimarina.com/33/">www.tahitimarina.com/33/</a>
<b>Type:</b>	Apartments/Anchorage
<b>Public Benefit:</b>	Apartments and boat slips
<b>Development Company:</b>	Kamran Hakim
<b>Apartments:</b>	149
<b>Built:</b>	1969
<b>Boat Slips:</b>	232
<b>Built:</b>	1964





# Strategic Communications Guide

## Marina del Rey Parcels



### Bay Club Marina (Parcel 8)

<b>Location(s):</b>	14015 Tahiti Way Marina del Rey
<b>Lessee Web Address:</b>	<a href="http://www.BayClubAptsMarina.com">www.BayClubAptsMarina.com</a>
<b>Type:</b>	Residential/Anchorage
<b>Public Benefit:</b>	Living areas and boat slips
<b>Development Company:</b>	Bay Club Marina
<b>Apartments:</b>	205
<b>Built:</b>	1972
<b>Boat Slips:</b>	273
<b>Built:</b>	1962





# Strategic Communications Guide

## Marina del Rey Parcels



### Woodfin Suite Hotel (Parcel 9U)

<b>Location(s):</b>	Corner of Via Marina and Tahiti Way Marina del Rey
<b>Lessee Web Address:</b>	n/a
<b>Type:</b>	Hotel/ Public park
<b>Public Benefit:</b>	New hotel rooms, luxury time-share units, parking structure and a two-acre public park with an open turf area for informal recreational activities, guest dock
<b>Development Company:</b>	Woodfin Suite Hotel and Vacation Ownership
<b>Construction Start:</b>	n/a
<b>Completion Date:</b>	Woodfin Suite Hotel and Vacation Ownership will result in the construction of 178 hotel rooms, 108 luxury time-share units, a parking structure and a two-acre public park, guest dock





# Strategic Communications Guide

## Marina del Rey Parcels



### Neptune Marina (Parcels 10)

<b>Location(s):</b>	Neptune Marina 14126 Marquesas Way Marina del Rey
<b>Lessee Web Address:</b>	n/a
<b>Type:</b>	Apartments/Anchorage
<b>Public Benefit:</b>	Apartments and boat slips
<b>Development Company:</b>	Legacy Residential Partners, Inc.
<b>Apartments:</b>	136
<b>Built:</b>	1965
<b>Boat Slips:</b>	203
<b>Built:</b>	1964





# Strategic Communications Guide

## Marina del Rey Parcels



### Esprit I & Esprit II (Parcels 12/15)

<b>Location(s):</b>	Esprit I 13900 Marquesas Way Marina del Rey	Esprit II 4242 Via Marina Marina del Rey
<b>Lessee Web Address:</b>	<a href="http://www.EspritMDR.com">www.EspritMDR.com</a>	
<b>Type:</b>	Apartments/Anchorage	
<b>Public Benefit:</b>	New apartments and state-of-the-art boat slips, WaterBus stop	
<b>Development Company:</b>	Doug Ring, The Ring Group	
<b>Construction Start:</b>	Demolition commences February 2, 2004	
<b>Completion Date:</b>	Esprit I and Esprit II will result in the construction of 1,022 new apartments and 468 new state-of-the-art boat slips/dock. Esprit I completed 3/31/08 • Esprit II not yet started	





# Strategic Communications Guide

## Marina del Rey Parcels



### Villa del Mar Apartments & Marina (Parcel 13)

<b>Location(s):</b>	13999 Marquesas Way Marina del Rey
<b>Lessee Web Address:</b>	n/a
<b>Type:</b>	Residential/Anchorage
<b>Public Benefit:</b>	Apartments and boat slips
<b>Development Company:</b>	Villa del Mar Properties, Ltd. c/o Far West Management Group
<b>Apartments:</b>	198
<b>Built:</b>	1972
<b>Boat Slips:</b>	297
<b>Built:</b>	1963





# Strategic Communications Guide

## Marina del Rey Parcels



### Dolphin Marina (Parcel 18)

<b>Location(s):</b>	13900 Panay Way Marina del Rey
<b>Lessee Web Address:</b>	<a href="http://www.GKind.com">www.GKind.com</a>
<b>Type:</b>	Apartments/Anchorage
<b>Public Benefit:</b>	New apartments and state-of-the-art boat slips, pedestrian promenade, WaterBus stop & restaurant
<b>Development Company:</b>	Dolphin Marina, Ltd.
<b>Renovated:</b>	1995-2000
<b>Apartments:</b>	204
<b>Boat Slips:</b>	470
<b>Built:</b>	1967
<b>Restaurant (seats):</b>	266
<b>Built:</b>	1968





# Strategic Communications Guide

## Marina del Rey Parcels



### Panay Way Marina (Parcel 20)

<b>Location(s):</b>	13953 Panay Way Marina del Rey
<b>Lessee Web Address:</b>	n/a
<b>Type:</b>	Apartments/Anchorage
<b>Public Benefit:</b>	New apartments, new parking structure with new yacht club, office space, new boat slips and pedestrian promenade
<b>Development Company:</b>	Panay Way Marina, LP
<b>Construction Start:</b>	2002
<b>Completion Date:</b>	2003





# Strategic Communications Guide

## Marina del Rey Parcels



### Holiday Harbor Marina (Parcel 21)

<b>Location(s):</b>	14025 Panay Way Marina del Rey
<b>Lessee Web Address:</b>	n/a
<b>Type:</b>	Retail/Anchorage
<b>Public Benefit:</b>	Boat slips, waterfront pedestrian promenade, and marine commercial
<b>Development Company:</b>	Holiday-Panay Way Marina, LP
<b>Boat Slips:</b>	218
<b>Retail:</b>	5,262
<b>Built:</b>	1968





# Strategic Communications Guide

## Marina del Rey Parcels



### Foghorn Hotel & Cheesecake Factory (Parcels 22)

<b>Location(s):</b>	4140 Via Marina Marina del Rey
<b>Lessee Web Address:</b>	<a href="http://www.foghornhotel.com/index.asp">www.foghornhotel.com/index.asp</a> <a href="http://www.cheesecakefactory.com/default.asp">www.cheesecakefactory.com/default.asp</a>
<b>Type:</b>	Hotel, restaurant and retail space
<b>Public Benefit:</b>	Mixed use hotel, restaurant, and retail space
<b>Development Company:</b>	Marina Properties, LLC Chuck Maguire and Bill Arnold
<b>Hotel rooms:</b>	24
<b>Restaurant seats:</b>	303
<b>Built:</b>	1966





# Strategic Communications Guide

## Marina del Rey Parcels



### Best Western Jamaica Bay Inn (Parcel 27)

<b>Location(s):</b>	4175 Via Marina Marina del Rey
<b>Lessee Web Address:</b>	<a href="http://www.bestwestern-jamaicabay.com/">www.bestwestern-jamaicabay.com/</a>
<b>Type:</b>	Hotel
<b>Public Benefit:</b>	Hotel renovation and 133 new hotel rooms
<b>Development Company:</b>	Marina del Rey Investors
<b>Renovation, expansion Construction Start:</b>	July 2009
<b>Completion Date:</b>	July 2010
<b>Restaurant seats:</b>	420
<b>Hotel rooms:</b>	43
<b>Built:</b>	1966





# Strategic Communications Guide

## Marina del Rey Parcels



### Mariners Bay (Parcel 28)

<b>Location(s):</b>	14000 Palawan Way Marina del Rey
<b>Lessee Web Address:</b>	<a href="http://www.MarinersBay.com">www.MarinersBay.com</a>
<b>Type:</b>	Apartments/Anchorage
<b>Public Benefit:</b>	Apartments, boat slips and waterfront pedestrian promenade
<b>Development Company:</b>	Mariners Bay Company
<b>Apartments:</b>	379
<b>Built:</b>	1974
<b>Boat Slips:</b>	407
<b>Built:</b>	1966





# Strategic Communications Guide

## Marina del Rey Parcels



### Del Rey Yacht Club (Parcel 30)

<b>Location(s):</b>	13900 Palawan Way Marina del Rey
<b>Lessee Web Address:</b>	<a href="http://www.dryc.org">www.dryc.org</a>
<b>Type:</b>	Yacht club, boat slips
<b>Public Benefit:</b>	Renovated yacht club, boat slips and members restaurant
<b>Development Company:</b>	Del Rey Yacht Club
<b>Renovated:</b>	2001-2004
<b>Boat Slips:</b>	330
<b>Restaurant seats:</b>	473
<b>Built:</b>	1964





# Strategic Communications Guide

## Marina del Rey Parcels



### The Waterfront (Parcels 33)

<b>Location(s):</b>	The Waterfront Southeast corner of Admiralty Way and Palawan Way Marina del Rey
<b>Lessee Web Address:</b>	n/a
<b>Type:</b>	Restaurant
<b>Public Benefit:</b>	Restaurants, specialty food
<b>Development Company:</b>	The Waterfront-Marina Del Rey, LLC
<b>Construction Start:</b>	n/a
<b>Restaurant seats:</b>	759
<b>Built:</b>	1967





# Strategic Communications Guide

## Marina del Rey Parcels



### Lloyd Taber-Marina del Rey Public Library (Parcel 40)

<b>Location(s):</b>	4533 Admiralty Way Marina del Rey
<b>Lessee Web Address:</b>	<a href="http://www.colapublib.org">www.colapublib.org</a>
<b>Type:</b>	Public Library
<b>Public Benefit:</b>	Educational
<b>Renovated:</b>	2000
<b>Built:</b>	1976





# Strategic Communications Guide

## Marina del Rey Parcels



### Catalina Yacht Anchorage (Parcel 41)

<b>Location(s):</b>	13505 Bali Way Marina del Rey
<b>Lessee Web Address:</b>	n/a
<b>Type:</b>	Commercial - Yacht sales/Anchorage
<b>Public Benefit:</b>	Commercial building and boat slips
<b>Development Company:</b>	Wesco Sales Corporation
<b>Boat Slips:</b>	160
<b>Retail square feet:</b>	2,085
<b>Built:</b>	1964





# Strategic Communications Guide

## Marina del Rey Parcels



### Marina del Rey Hotel & Anchorage

(Parcels 42/43)

<b>Location(s):</b>	13534 Bali Way Marina del Rey
<b>Lessee Web Address:</b>	<a href="http://www.marinadelreyhotel.com">www.marinadelreyhotel.com</a>
<b>Type:</b>	Hotel/Anchorage
<b>Public Benefit:</b>	Hotel, restaurant and boat slips
<b>Development Company:</b>	IWF MDF Hotel, LP
<b>Boat Slips:</b>	411
<b>Built:</b>	1963
<b>Hotel rooms:</b>	160
<b>Built:</b>	1963
<b>Restaurant seats:</b>	743
<b>Built:</b>	1970





# Strategic Communications Guide

## Marina del Rey Parcels



### Pier 44 (Parcel 44U)

<b>Location(s):</b>	4635 Admiralty Way Marina del Rey
<b>Lessee Web Address:</b>	n/a
<b>Type:</b>	Retail, marine commercial, slips
<b>Public Benefit:</b>	New retail, marine commercial, slips
<b>Development Company:</b>	Pacific Marine Venture, LLC
<b>Boat Slips:</b>	422
<b>Built:</b>	1965
<b>Retail square feet:</b>	9,231
<b>Built:</b>	1969





# Strategic Communications Guide

## Marina del Rey Parcels



### Anchorage 47 (Parcel 47U)

<b>Location(s):</b>	13589 Mindanao Way Marina del Rey
<b>Lessee Web Address:</b>	<a href="http://www.smwyc.org">www.smwyc.org</a>
<b>Type:</b>	Recreational - yacht club, office space
<b>Public Benefit:</b>	Boat slips
<b>Boat Slips:</b>	201
<b>Built:</b>	1988





# Strategic Communications Guide

## Marina del Rey Parcels



### The Boathouse (Parcel 48R)

<b>Location(s):</b>	13640 Mindanao Way Marina del Rey
<b>Type:</b>	Recreational - meeting room, administrative areas, equipment storage, maintenance areas, restrooms, docking area
<b>Public Benefit:</b>	Youth aquatic
<b>Built:</b>	1976





# Strategic Communications Guide

## Marina del Rey Parcels



### County Boat Launch and Mast Up Storage (49R/49S)

<b>Location(s):</b>	Fiji and Admiralty Way Northwest Corner Marina del Rey
<b>Lessee Web Address:</b>	n/a
<b>Type:</b>	County Boat Launch Ramp, mast up storage spaces, parking facilities, and restroom facility
<b>Public Benefit:</b>	Boat launch ramp, storage and parking lot





# Strategic Communications Guide

## Marina del Rey Parcels



### Marina Waterside Shopping Center (Parcel 50)

<b>Location(s):</b>	4702 Admiralty Way Marina del Rey
<b>Lessee Web Address:</b>	<a href="http://www.shopwaterside.com">www.shopwaterside.com</a>
<b>Type:</b>	Retail Shopping Center
<b>Public Benefit:</b>	Expanded market, restaurants and retail shops. New facades along Lincoln Blvd. and throughout the Center. Parking will be reconfigured.
<b>Development Company:</b>	Marina Waterside, LLC Additional lessee properties include The Grove
<b>Construction Start:</b>	Renovation commences September 2004
<b>Retail square feet:</b>	149,800
<b>Restaurant seats:</b>	128
<b>Built:</b>	1965





# Strategic Communications Guide

## Marina del Rey Parcels



### Fiji Gateway Park (Parcel 51)

<b>Location(s):</b>	Southern gateway Corner of Fiji Way and Lincoln Boulevard Marina del Rey
<b>Lessee Web Address:</b>	n/a
<b>Type:</b>	Public park
<b>Public Benefit:</b>	Public park
<b>Development Company:</b>	n/a
<b>Construction Start:</b>	2004
<b>Completion Date:</b>	The Fiji Gateway Park will result in the construction of a 0.47-acre public park and is currently a temporary park





# Strategic Communications Guide

## Marina del Rey Parcels



### Dock 52 & County Trailers (Parcels 52R)

<b>Location(s):</b>	13483 Fiji Way Adjacent to the public boat launch area Marina del Rey
<b>Lessee Web Address:</b>	n/a
<b>Type:</b>	Temporary parking lot, temporary County office trailers and maintenance facility
<b>Public Benefit:</b>	New dry-stack boat storage and related facilities
<b>Development Company:</b>	Pacific Marina Development and Almar Management
<b>Construction Start:</b>	n/a
<b>Completion Date:</b>	n/a





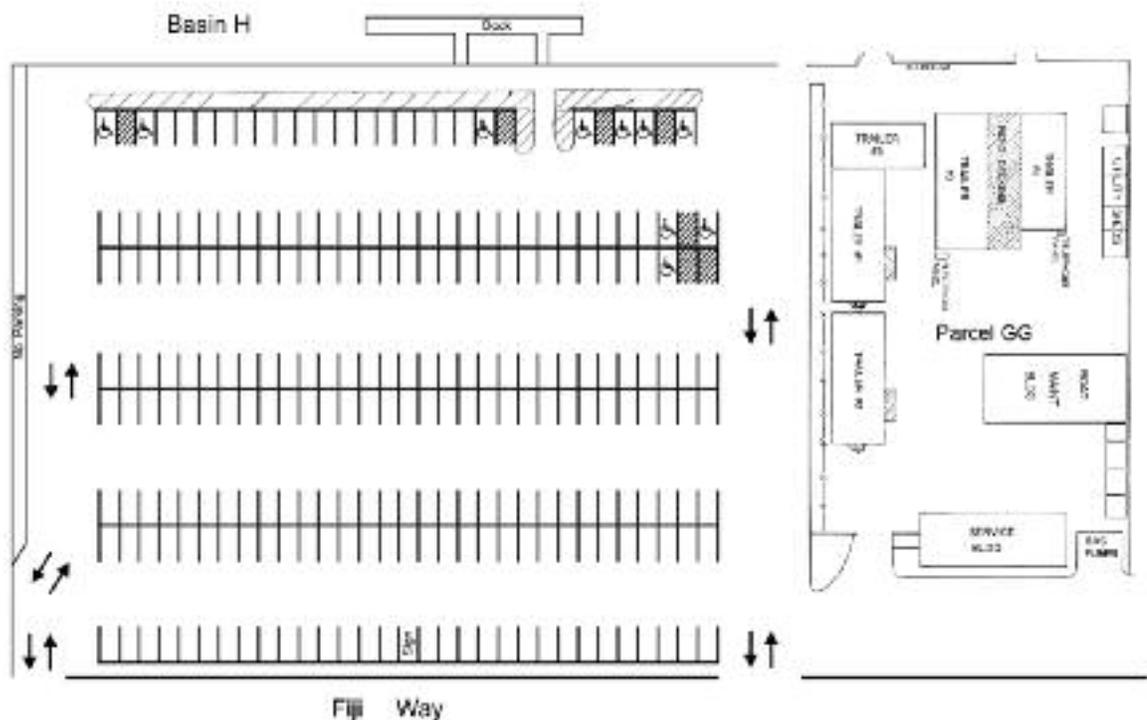
# Strategic Communications Guide

## Marina del Rey Parcels

### Dock 52 Parking Lot (Parcel 52)



Total Number of Parking Spaces: 236





# Strategic Communications Guide

## Marina del Rey Parcels



### The Boat Yard (Parcel 53)

<b>Location(s):</b>	13555 Fiji Way Marina del Rey
<b>Lessee Web Address:</b>	<a href="http://www.the-boatyard.com">www.the-boatyard.com</a>
<b>Type:</b>	Vessel repair facility and anchorage
<b>Public Benefit:</b>	Offers repairs for vessels up to 60 tons as well as anchorage berths
<b>Development Company:</b>	Harbor Real Estate Limited Partnership
<b>Boat Slips:</b>	115
<b>Built:</b>	1964





# Strategic Communications Guide

## Marina del Rey Parcels



### Windward Yacht Center (Parcel 54)

<b>Location(s):</b>	13654 Fiji Way Marina del Rey
<b>Lessee Web Address:</b>	<a href="http://www.windwardyachtcenter.com">www.windwardyachtcenter.com</a>
<b>Type:</b>	Anchorage, vessel repair and supplies
<b>Public Benefit:</b>	Anchorage, vessel repair and supplies
<b>Development Company:</b>	Arlen B. Wood
<b>Boat Slips:</b>	50
<b>Apartments:</b>	1,500
<b>Built:</b>	1965





# Strategic Communications Guide

## Marina del Rey Parcels



### Fisherman's Village

(Parcels 56)

<b>Location(s):</b>	Fisherman's Village 13755 Fiji Way Marina del Rey
<b>Lessee Web Address:</b>	n/a
<b>Type:</b>	Commercial/Retail
<b>Public Benefit:</b>	New marine commercial, new retail, new parking, new boat slips, WaterBus stop
<b>Development Company:</b>	Gold Coast-Village, LLC
<b>Construction Start:</b>	n/a
<b>Completion Date:</b>	Fisherman's Village will result in the construction of new restaurant and specialty retail space along with expanded marine commercial uses including sportfishing, whale watching, Catalina passage, dinner cruises, boat rentals and other charters, WaterBus stop





# Strategic Communications Guide

## Marina del Rey Parcels



### Shanghai Red's Restaurant (Parcel 61)

<b>Location(s):</b>	13813 Fiji Way Marina del Rey
<b>Lessee Web Address:</b>	<a href="http://www.ShanghaiRedsRestaurant.com">www.ShanghaiRedsRestaurant.com</a>
<b>Type:</b>	Restaurant
<b>Public Benefit:</b>	Restaurant
<b>Development Company:</b>	Del Rey Restaurant Corp. c/o Specialty Restaurant Corporation
<b>Restaurant seats:</b>	304
<b>Built:</b>	1962





# Strategic Communications Guide

## Marina del Rey Parcels



### United States Coast Guard (Parcel 62) Sheriff Station and Department of Beach & Harbors Administration

<b>Location(s):</b>	Fiji Way Marina del Rey
<b>Lessee Web Address:</b>	<a href="http://www.uscgamdr.org">www.uscgamdr.org</a>
<b>Type:</b>	United States Coast Guard search and rescue office, parking area and 120 foot long dock, sheriff station & Marina Administration
<b>Public Benefit:</b>	n/a
<b>Built:</b>	1964





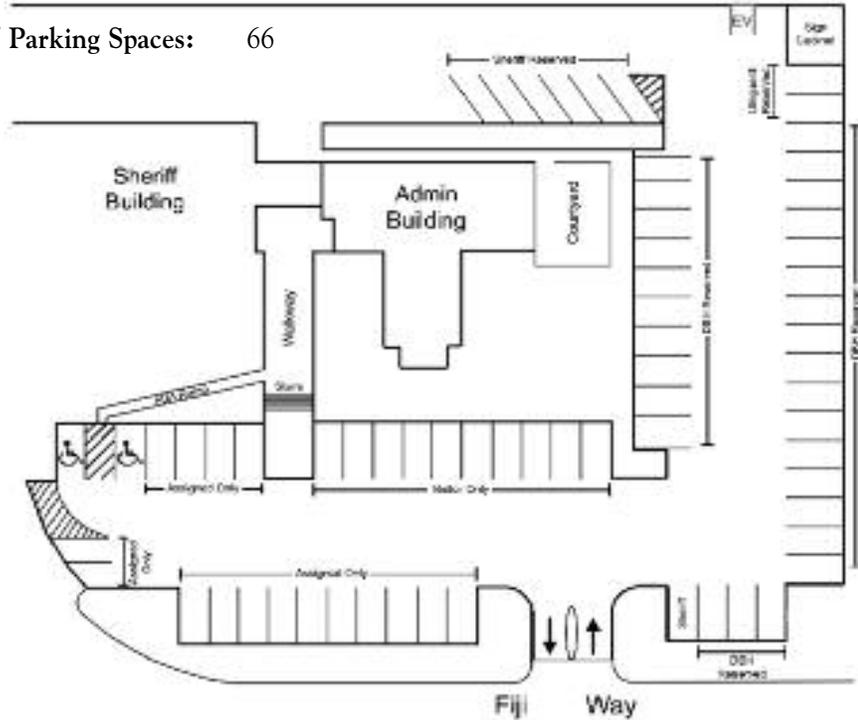
# Strategic Communications Guide

## Marina del Rey Parcels

### DBH Administration Facility Parking Lot



Total Number of Parking Spaces: 66





# Strategic Communications Guide

## Marina del Rey Parcels



### Villa Venetia Apartments (Parcel 64)

<b>Location(s):</b>	13900 Fiji Way Marina del Rey
<b>Lessee Web Address:</b>	<a href="http://www.lyonvillavenetia.com">www.lyonvillavenetia.com</a>
<b>Type:</b>	Residential Apartments
<b>Public Benefit:</b>	Residential
<b>Development Company:</b>	Lyon Villa Venetia, LLC Wolff Villa Venetia, 224 LLC
<b>Apartments:</b>	224
<b>Built:</b>	1964





# Strategic Communications Guide

## Marina del Rey Parcels



### UCLA Aquatic Center (Parcel 65)

<b>Location(s):</b>	14001 Fiji Way Marina del Rey
<b>Lessee Web Address:</b>	<a href="http://www.recreation.ucla.edu">www.recreation.ucla.edu</a>
<b>Type:</b>	Recreational/Educational
<b>Public Benefit:</b>	Recreational facilities and launch ramp
<b>Development Company:</b>	UCLA Real Estate Department
<b>Built:</b>	1963





# Strategic Communications Guide

## Marina del Rey Parcels



### Marina del Rey Visitors Center (Parcel 70)

<b>Location(s):</b>	4701 Admiralty Way Marina del Rey
<b>Lessee Web Address:</b>	n/a
<b>Type:</b>	Visitors information center, County parking lot and parking facilities
<b>Public Benefit:</b>	Visitor serving
<b>Built:</b>	1982





# Strategic Communications Guide

## Marina del Rey Parcels



### Marina Professional Building (Parcels 75/94)

<b>Location(s):</b>	4560 Admiralty Way Marina del Rey
<b>Lessee Web Address:</b>	n/a
<b>Type:</b>	Commercial
<b>Public Benefit:</b>	Medical office building, free-standing pharmacy and parking lot
<b>Development Company:</b>	Del Rey Professional Association
<b>Office Space (square feet):</b>	51,665
<b>Retail (square feet):</b>	1,134
<b>Built:</b>	1969





# Strategic Communications Guide

## Marina del Rey Parcels



### Trizec Hahn Towers (Parcel 76)

Location(s)	Marina Towers North 4640 Admiralty Way Marina del Rey
	Marina Towers South 4676 Admiralty Way Marina del Rey
Lessee Web Address:	<a href="http://www.brookfieldproperties.com">www.brookfieldproperties.com</a>
Type:	Commercial office building
Public Benefit:	Office space for businesses
Development Company:	Marina Airport Building Ltd.
Restaurant seats:	136
Office square feet:	327,069
Retail square feet:	25,337
Built:	1971





# Strategic Communications Guide

## Marina del Rey Parcels



### Del Rey (Parcel 77)

<b>Location(s):</b>	13575 Mindanao Way Marina del Rey
<b>Lessee Web Address:</b>	n/a
<b>Type:</b>	County dry boat storage and/or trailer storage spaces and parking lot
<b>Public Benefit:</b>	Visitor serving
<b>Built:</b>	1969





# Strategic Communications Guide

## Marina del Rey Parcels



### Boat Storage

(Parcel 91)

<b>Location(s):</b>	14110 Palawan Way Marina del Rey
<b>Lessee Web Address:</b>	n/a
<b>Type:</b>	Boat Storage and restrooms
<b>Public Benefit:</b>	WaterBus stop
<b>Development Company:</b>	n/a
<b>Construction Start:</b>	n/a
<b>Completion Date:</b>	n/a





# Strategic Communications Guide

## Marina del Rey Parcels



### Marina West Shopping Center (Parcel 95)

<b>Location(s):</b>	404 - 480 Washington Blvd. Marina del Rey
<b>Lessee Web Address:</b>	n/a
<b>Type:</b>	Commercial retail offices
<b>Public Benefit:</b>	Various retail establishments and restaurant
<b>Development Company:</b>	Gold Coast, LLC
<b>Restaurant seats:</b>	159
<b>Office square feet:</b>	11,000
<b>Retail square feet:</b>	10,500
<b>Built:</b>	1970





# Strategic Communications Guide

## Marina del Rey Parcels



### Marina Beach Shopping Center (Parcel 97)

<b>Location(s):</b>	510 - 578 Washington Blvd. Marina del Rey
<b>Lessee Web Address:</b>	n/a
<b>Type:</b>	Shopping center
<b>Public Benefit:</b>	Various retail businesses. Renovated retail area with new adjacent parcel "parkette" (LLS) providing beautiful gateway appearance into Marina del Rey
<b>Development Company:</b>	Gold Coast Shopping Center, LLC
<b>Renovated:</b>	2005-2008
<b>Retail square feet:</b>	24,957
<b>Built:</b>	1970





# Strategic Communications Guide

## Marina del Rey Parcels



### Del Rey Shores & Del Rey Shores North

(Parcels 100/101)

<b>Location(s):</b>	4269 / 4201 Via Marina Marina del Rey
<b>Lessee Web Address:</b>	n/a
<b>Type:</b>	Apartments
<b>Public Benefit:</b>	New apartments
<b>Development Company:</b>	Del Rey Shores
<b>Apartments:</b>	201
<b>Built:</b>	1965





# Strategic Communications Guide

## Marina del Rey Parcels



### Archstone Marina del Rey (Parcel 102)

<b>Location(s):</b>	4157 Via Marina Marina del Rey
<b>Lessee Web Address:</b>	<a href="http://www.archstoneapartments.com/Apartments/California/Los_Angeles/Archstone_Marina_del_Rey/">www.archstoneapartments.com/Apartments/California/Los_Angeles/Archstone_Marina_del_Rey/</a>
<b>Type:</b>	Residential
<b>Public Benefit:</b>	New Apartments
<b>Development Company:</b>	Archstone
<b>Renovated:</b>	2004
<b>Apartments:</b>	623
<b>Built:</b>	1975





# Strategic Communications Guide

## Marina del Rey Parcels



### Oakwood Garden Apartments (Parcel 103)

<b>Location(s):</b>	4111 S. Via Marina Avenue Marina del Rey
<b>Lessee Web Address:</b>	<a href="http://www.oakwood.com">www.oakwood.com</a>
<b>Type:</b>	Short term residential apartments with an emphasis on serving the business community
<b>Public Benefit:</b>	Residential apartments for visitors / business persons seeking lodging
<b>Development Company:</b>	Oakwood-Marina del Rey, LLC (a unit of Oakwood Corporate Housing)
<b>Construction Start:</b>	Renovation began in October 2002
<b>Completion Date:</b>	Renovation completed in December 2003 with 597 renovated apartments available for occupancy
<b>Built:</b>	1970





# Strategic Communications Guide

## Marina del Rey Parcels



### Del Rey Shores Personal Warehouses (Parcel 104R)

<b>Location(s):</b>	4201 Via Marina Marina del Rey
<b>Lessee Web Address:</b>	n/a
<b>Type:</b>	Storage areas
<b>Public Benefit:</b>	n/a
<b>Development Company:</b>	Del Rey Shores





# Strategic Communications Guide

## Marina del Rey Parcels



## Marina Harbor Apartments & Anchorage (Parcels 111/112)

<b>Location(s):</b>	Marina Harbor 4500 Via Marina Marina del Rey
<b>Lessee Web Address:</b>	marinaharbor.com
<b>Type:</b>	Apartments/Anchorage
<b>Public Benefit:</b>	New apartments, state-of-the-art boat slips, WaterBus stop
<b>Development Company:</b>	Marina Pacific Associates
<b>Construction Start:</b>	Demolition commenced January 2004
<b>Completion Date:</b>	Marina Harbor constructed 600 new apartments and 200 new state-of-the-art boat slips/dock facilities, completed May 5, 2006.





# Strategic Communications Guide

## Marina del Rey Parcels



### Mariner's Village (Parcel 113)

<b>Location(s):</b>	Mariner's Village 4600 Via Marina Marina del Rey
<b>Lessee Web Address:</b>	<a href="http://www.marinersvillage.com">www.marinersvillage.com</a>
<b>Type:</b>	Apartments/Retail
<b>Public Benefit:</b>	Apartments
<b>Development Company:</b>	Marina Admiralty Company
<b>Apartments:</b>	981
<b>Retail square feet:</b>	2,500
<b>Built:</b>	1971





# Strategic Communications Guide

## Marina del Rey Parcels



### Ritz-Carlton Marina del Rey (Parcel 125H)

<b>Location(s):</b>	4375 Admiralty Way Marina del Rey
<b>Lessee Web Address:</b>	<a href="http://www.ritzcarlton.com/en/Properties/MarinadelRey/Default.htm">www.ritzcarlton.com/en/Properties/MarinadelRey/Default.htm</a>
<b>Type:</b>	Hotel
<b>Public Benefit:</b>	Upscale hotel and restaurant
<b>Development Company:</b>	Host Hotel & Resorts, Inc.
<b>Hotel rooms:</b>	306
<b>Restaurant seats:</b>	1,256
<b>Built:</b>	1990





# Strategic Communications Guide

## Marina del Rey Parcels



### Marina City Club (Parcel 125I)

<b>Location(s):</b>	4333 Admiralty Way Marina del Rey
<b>Lessee Web Address:</b>	<a href="http://www.marinacityclub.net/">www.marinacityclub.net/</a> <a href="http://www.fantaseayachts.com/">www.fantaseayachts.com/</a>
<b>Type:</b>	Apartments/Anchorage including 600 condominiums, 101 apartments, home to large-scale commercial charter boats, 316 boat slips, retail units and a club facility
<b>Public Benefit:</b>	Extensive renovations to condominiums, apartments and retail units and state-of-the-art boat slips, widening of the 2,500-foot pedestrian promenade
<b>Development Company:</b>	Essex Marina City Club, LP
<b>Construction Start:</b>	2009
<b>Completion Date:</b>	Boat slip completion by the end of 2012
<b>Condos:</b>	600
<b>Apartments:</b>	101
<b>Built:</b>	1972
<b>Boat Slips:</b>	339
<b>Built:</b>	1969
<b>Restaurant seats:</b>	265
<b>Built:</b>	1971





# Strategic Communications Guide

## Marina del Rey Parcels



### Los Angeles County Fire Station #110 (Parcel 129)

<b>Location(s):</b>	4433 Admiralty Way Marina del Rey
<b>Lessee Web Address:</b>	<a href="http://www.lacofd.org">www.lacofd.org</a>
<b>Type:</b>	Fire Station
<b>Public Benefit:</b>	Public Safety, WaterBus stop
<b>Built:</b>	1973





# Strategic Communications Guide

## Marina del Rey Parcels



### Tony P's Dockside Grill (Parcel 130)

<b>Location(s):</b>	4445 Admiralty Way Marina del Rey
<b>Lessee Web Address:</b>	<a href="http://www.tonyps.com">www.tonyps.com</a>
<b>Type:</b>	Restaurant
<b>Public Benefit:</b>	Dining waterside in Marina del Rey
<b>Development Company:</b>	Teaser's MDR, LLC
<b>Restaurant (seats):</b>	231
<b>Built:</b>	1965





# Strategic Communications Guide

## Marina del Rey Parcels



### Café del Rey Restaurant (Parcel 131)

<b>Location(s):</b>	4451 Admiralty Way Marina del Rey
<b>Lessee Web Address:</b>	<a href="http://www.cafedelreymarina.com">www.cafedelreymarina.com</a>
<b>Type:</b>	Upscale restaurant
<b>Public Benefit:</b>	Fine dining waterside in Marina del Rey
<b>Development Company:</b>	Commodore Club, Inc.
<b>Restaurant seats:</b>	191
<b>Built:</b>	1969





# Strategic Communications Guide

## Marina del Rey Parcels



### California Yacht Club (Parcel 132)

<b>Location(s):</b>	4469 Admiralty Way Marina del Rey
<b>Lessee Web Address:</b>	<a href="http://www.calyachtclub.com">www.calyachtclub.com</a>
<b>Type:</b>	Membership yacht club
<b>Public Benefit:</b>	Recreational boating facility, restaurant, meeting and special event space
<b>Development Company:</b>	LAACO Ltd.
<b>Boat Slips:</b>	307
<b>Built:</b>	1966
<b>Restaurant seats:</b>	308
<b>Built:</b>	1968





# Strategic Communications Guide

## Marina del Rey Parcels



### Commodore Club (Parcel 134)

<b>Location(s):</b>	4519 Admiralty Way Marina del Rey
<b>Lessee Web Address:</b>	n/a
<b>Type:</b>	Office space/Bank
<b>Public Benefit:</b>	Office space/Bank
<b>Development Company:</b>	Commodore Club, Inc. Additional lessee parcels include 131S and 133
<b>Office space:</b>	10,227
<b>Built:</b>	1966





# Strategic Communications Guide

## Marina del Rey Parcels



### Warehouse Restaurant (Parcel 133)

<b>Location(s):</b>	4499 Admiralty Way Marina del Rey
<b>Lessee Web Address:</b>	<a href="http://www.mdrwarehouse.com/home.html">www.mdrwarehouse.com/home.html</a>
<b>Type:</b>	Restaurant
<b>Public Benefit:</b>	Restaurant
<b>Development Company:</b>	Commodore Club, Inc.
<b>Restaurant seats:</b>	454
<b>Built:</b>	1969





# Strategic Communications Guide

## Marina del Rey Parcels



### Villas on Admiralty (Parcel 140)

<b>Location(s):</b>	4160 / 4170 Admiralty Way
<b>Lessee Web Address:</b>	n/a
<b>Type:</b>	Residential apartments
<b>Public Benefit:</b>	Residential living in MdR
<b>Development Company:</b>	Golden West Properties-Michael Pashaie
<b>Apartments:</b>	There are 179 new apartments (including 15 set aside for low-income residents)
<b>Apartments:</b>	204
<b>Built:</b>	2009





# Strategic Communications Guide

## Marina del Rey Parcels



### Marina del Rey Marriott Hotel (Parcel 141)

<b>Location(s):</b>	4100 Admiralty Way Marina del Rey
<b>Lessee Web Address:</b>	<a href="http://www.marriott.com">www.marriott.com</a>
<b>Type:</b>	Hotel
<b>Public Benefit:</b>	Quality upscale hotel for business and restaurant
<b>Development Company:</b>	Host Marriott Corporation
<b>Hotel rooms:</b>	372
<b>Restaurant seats:</b>	692
<b>Built:</b>	1986





# Strategic Communications Guide

## Marina del Rey Parcels



### Marina International Hotel (Parcel 145)

<b>Location(s):</b>	4200 Admiralty Way Marina del Rey
<b>Lessee Web Address:</b>	<a href="http://www.marinaintlhotel.com">www.marinaintlhotel.com</a>
<b>Type:</b>	Hotel and restaurant
<b>Public Benefit:</b>	Hotel
<b>Development Company:</b>	IWF Marina View Hotel, L.P.
<b>Hotel rooms:</b>	134
<b>Restaurant seats:</b>	517
<b>Built:</b>	1973





# Strategic Communications Guide

## Marina del Rey Parcels



### Bali Gateway Park (Parcel 150)

<b>Location(s):</b>	Eastern gateway Corner of Bali Way and Lincoln Boulevard Marina del Rey
<b>Lessee Web Address:</b>	n/a
<b>Type:</b>	Public park
<b>Public Benefit:</b>	Public park will provide picnicking and open sitting areas, picnic tables, benches, landscaping, signature water feature and Marina wayfinding elements
<b>Completion Date:</b>	The Bali Gateway Park will result in the construction of a 0.52-acre public park
<b>Built:</b>	1969





# Strategic Communications Guide

## Marina del Rey Parcels



### Southern California Edison Substation (Parcel 200)

<b>Location(s):</b>	Fiji Way / Admiralty Marina del Rey
<b>Lessee Web Address:</b>	n/a
<b>Type:</b>	Electricity generating substation
<b>Public Benefit:</b>	n/a
<b>Development Company:</b>	Southern California Edison





# Strategic Communications Guide

## Marina del Rey Parcels



### Aubrey E. Austin Jr. Park (Parcel BR)

<b>Location(s):</b>	End of Via Marina Overlooking the main channel Marina del Rey
<b>Lessee Web Address:</b>	n/a
<b>Type:</b>	Public park
<b>Public Benefit:</b>	Recreation
<b>Built:</b>	1988





# Strategic Communications Guide

## Marina del Rey Parcels



### Burton Chace Park (Parcel EE)

<b>Location(s):</b>	13650 Mindanao Way Marina del Rey
<b>Lessee Web Address:</b>	n/a
<b>Type:</b>	Recreational - public park, community room, recreational boater guest slips, fishing platform, pump out station, WaterBus and Beach Shuttle stop
<b>Public Benefit:</b>	Expansion of park, new aquatic center, waterfront pedestrian promenade, new concert facility, guest slips, WaterBus and Beach Shuttle stop





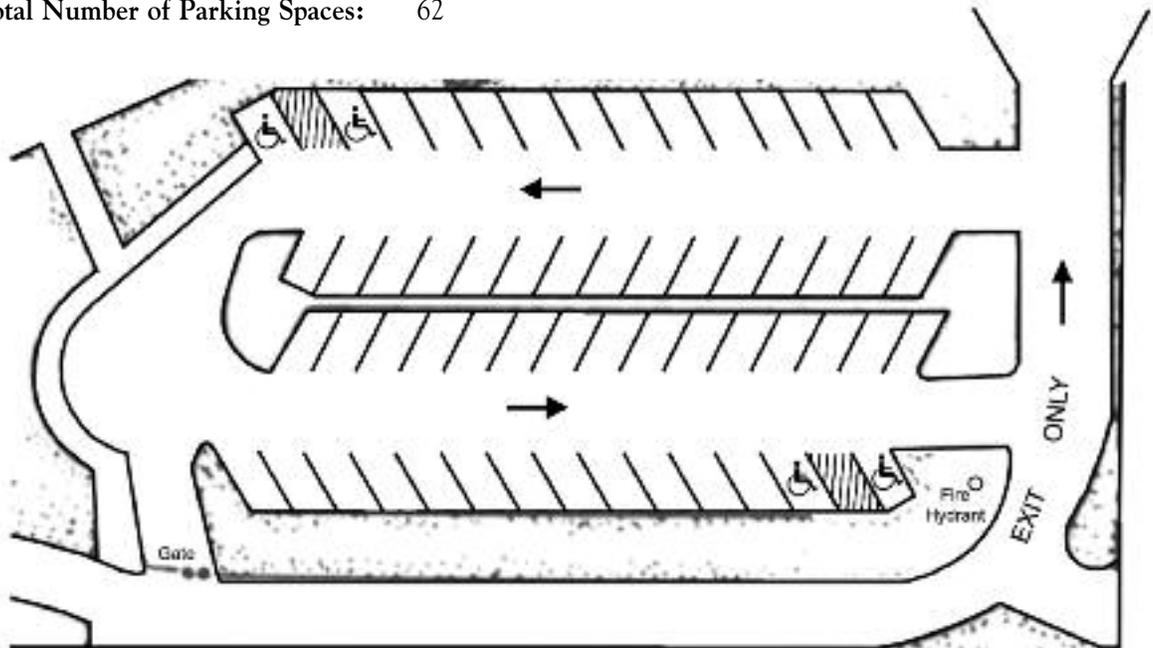
# Strategic Communications Guide

## Marina del Rey Parcels

### Burton Chace Park Parking Lot (Parcel EE)



Total Number of Parking Spaces: 62



BASIN H





# Strategic Communications Guide

## Marina del Rey Parcels



### County Maintenance Yard (Parcel K6)

Location(s):	4139 Dell Avenue Marina del Rey
Lessee Web Address:	n/a
Type:	County maintenance facility





# Strategic Communications Guide

## Marina del Rey Parcels



### Edgington Park (Parcel JS)

<b>Location(s):</b>	Corner Via Marina and Admiralty Way Marina del Rey
<b>Lessee Web Address:</b>	n/a
<b>Type:</b>	Public park
<b>Public Benefit:</b>	Recreation





# Strategic Communications Guide

## Marina del Rey Parcels



### Oxford Flood Control Basin (Parcel P)

<b>Location(s):</b>	Admiralty Way Marina del Rey
<b>Lessee Web Address:</b>	n/a
<b>Public Benefit:</b>	Flood control





# Strategic Communications Guide

## Marina del Rey Parcels



### Yvonne B. Burke Park (Parcels SS/RR)

<b>Location(s):</b>	Admiralty Way Marina del Rey
<b>Lessee Web Address:</b>	n/a
<b>Type:</b>	Public park
<b>Public Benefit:</b>	Recreation, free ParCourse Fitness Circuit, Marvin Braude Bike Trail



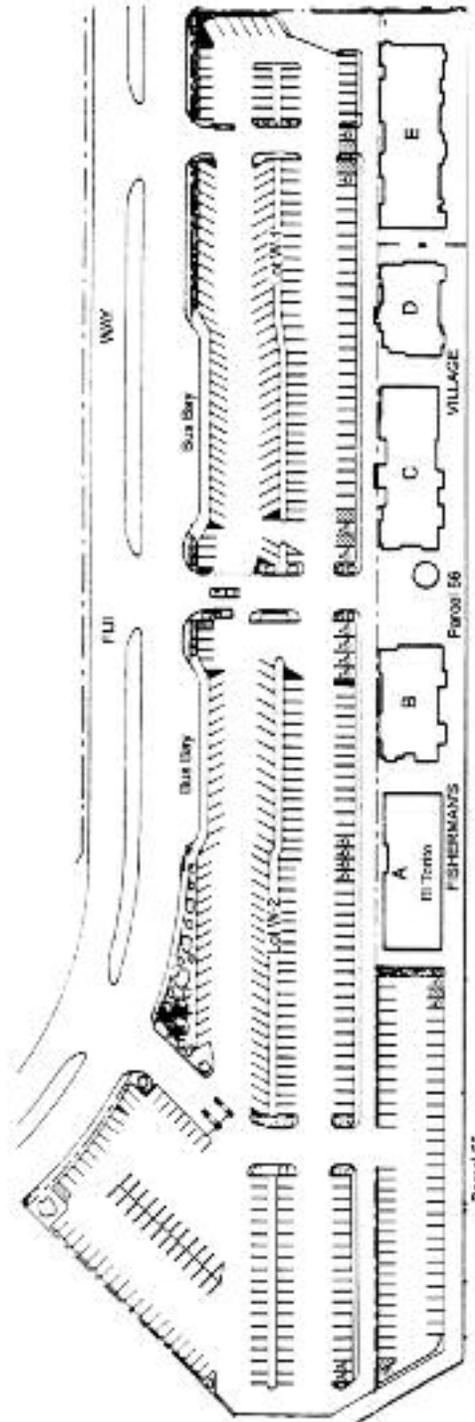




# Strategic Communications Guide

## Marina del Rey Parcels

### Parking Lot # 1 (Parcel 55 & W)



Total Number of Parking Spaces: 439

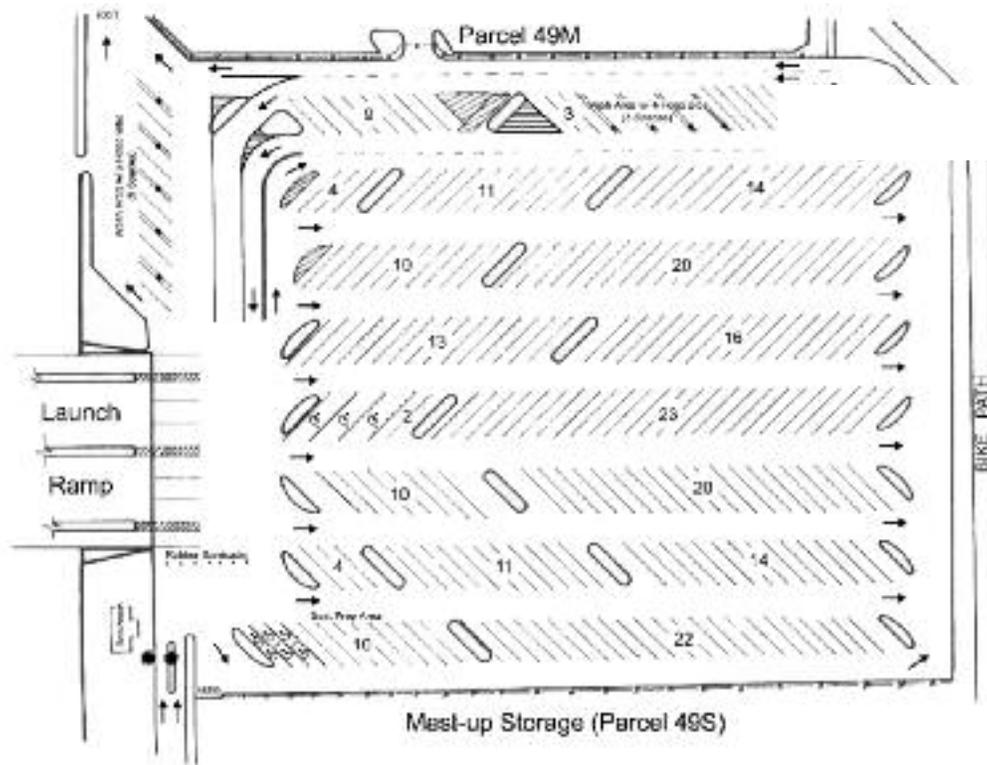




# Strategic Communications Guide

## Marina del Rey Parcels

### Parking Lot #2 (Parcel 49R)



Total Number of Parking Spaces: 234

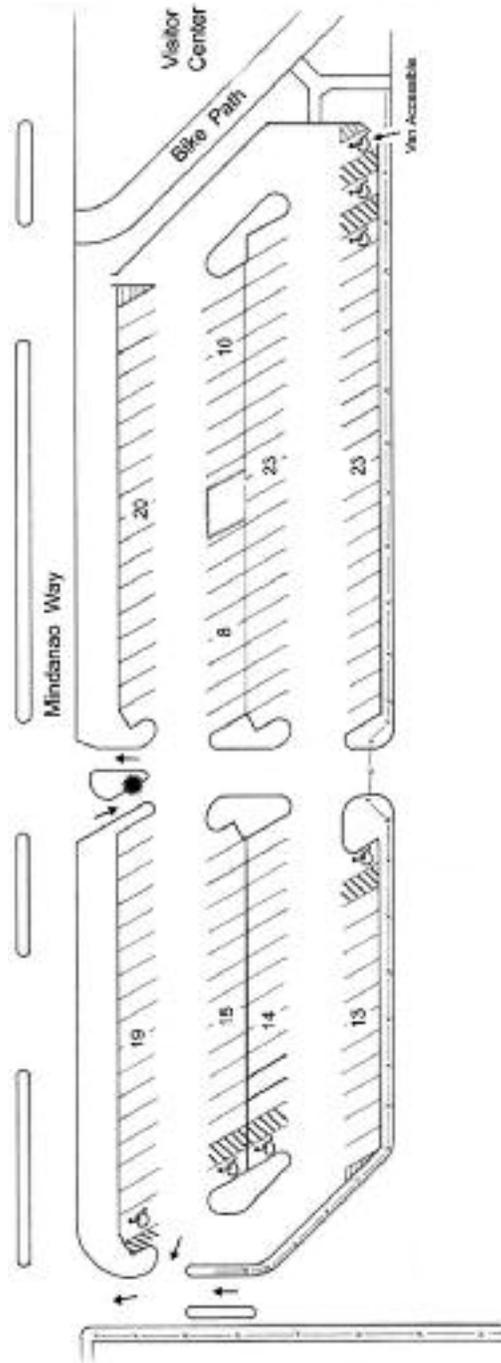




# Strategic Communications Guide

## Marina del Rey Parcels

### Parking Lot #4 (Parcel 49M)



Total Number of Parking Spaces: 152





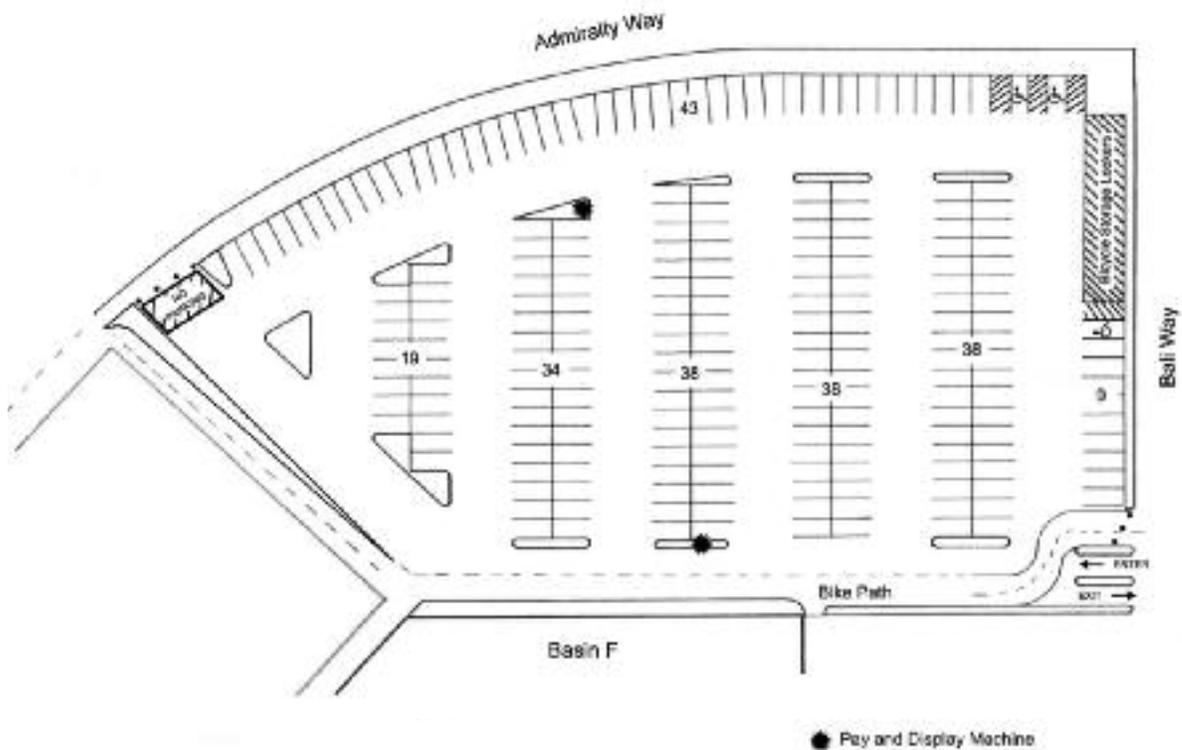
# Strategic Communications Guide

## Marina del Rey Parcels

### Parking Lot #5 (Parcel UR)



Total Number of Parking Spaces: 222

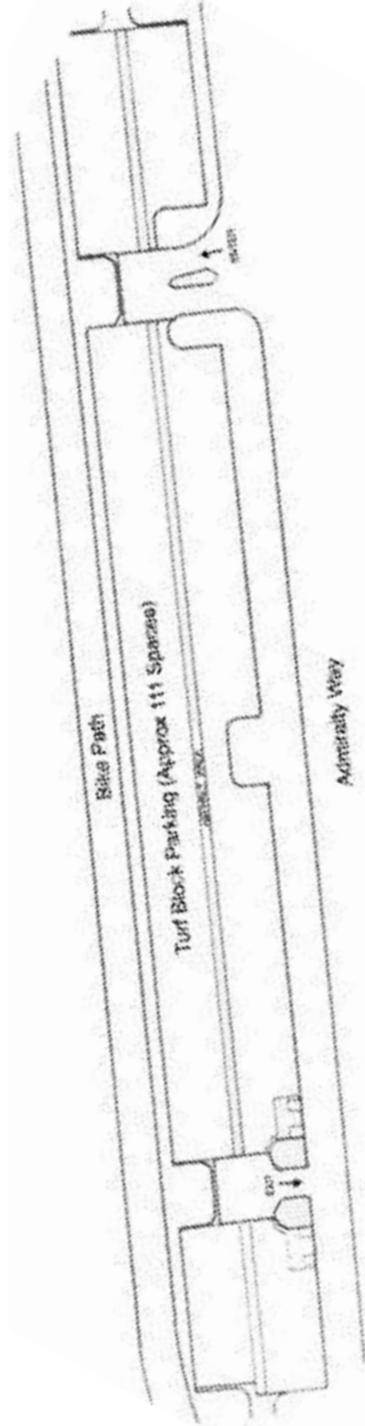




# Strategic Communications Guide

## Marina del Rey Parcels

### Parking Lot #6 (Parcel SS)



Total Number of Parking Spaces: 111

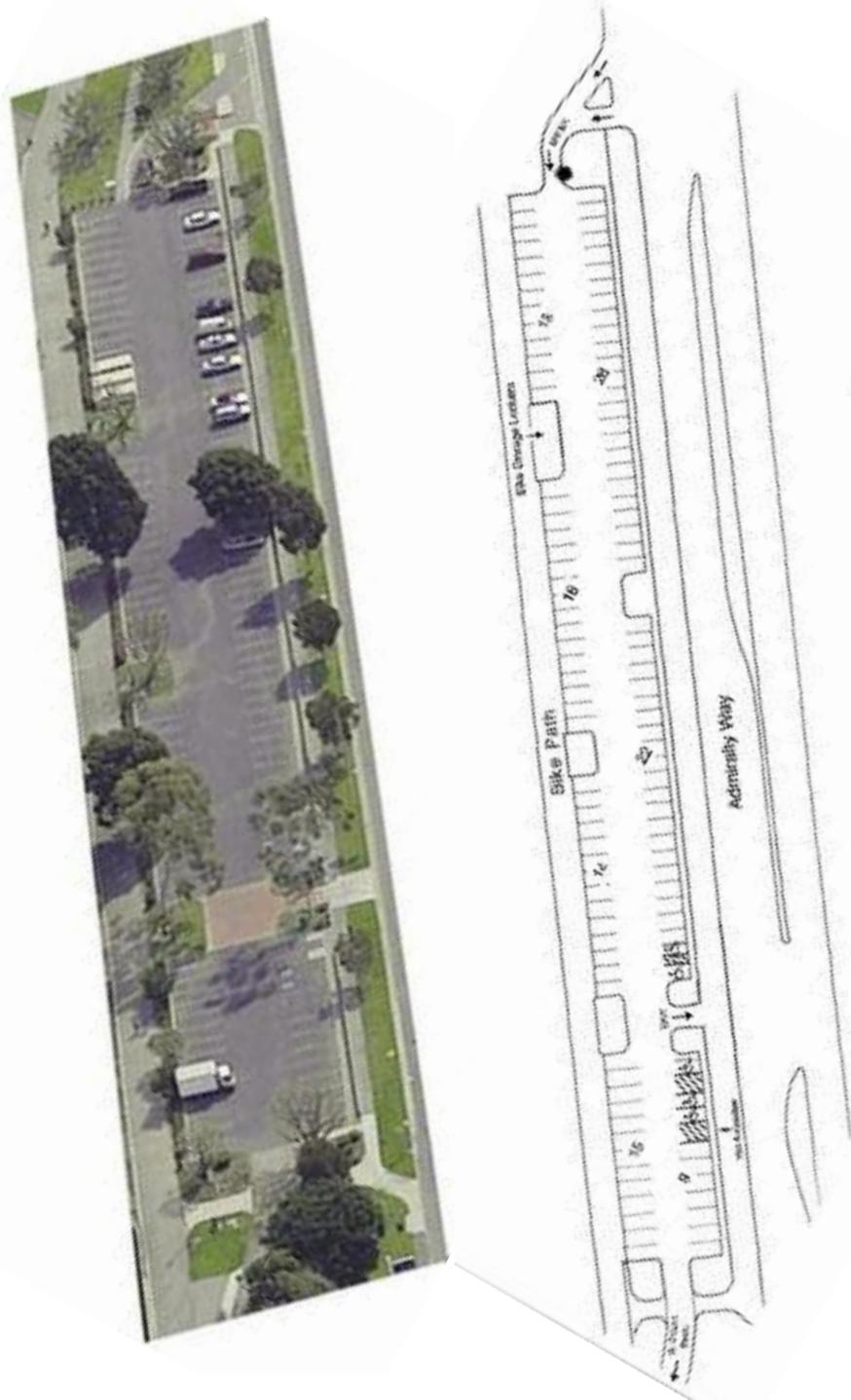




# Strategic Communications Guide

## Marina del Rey Parcels

### Parking Lot #7 (Parcel Q)



Total Number of Parking Spaces: 120





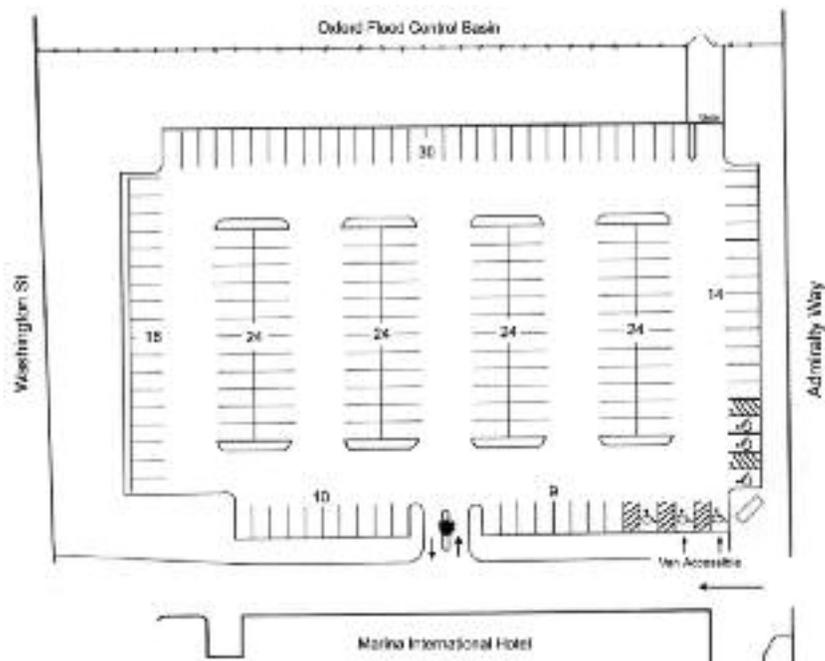
# Strategic Communications Guide

## Marina del Rey Parcels

### Parking Lot #8 (Parcel OT)



Total Number of Parking Spaces: 183

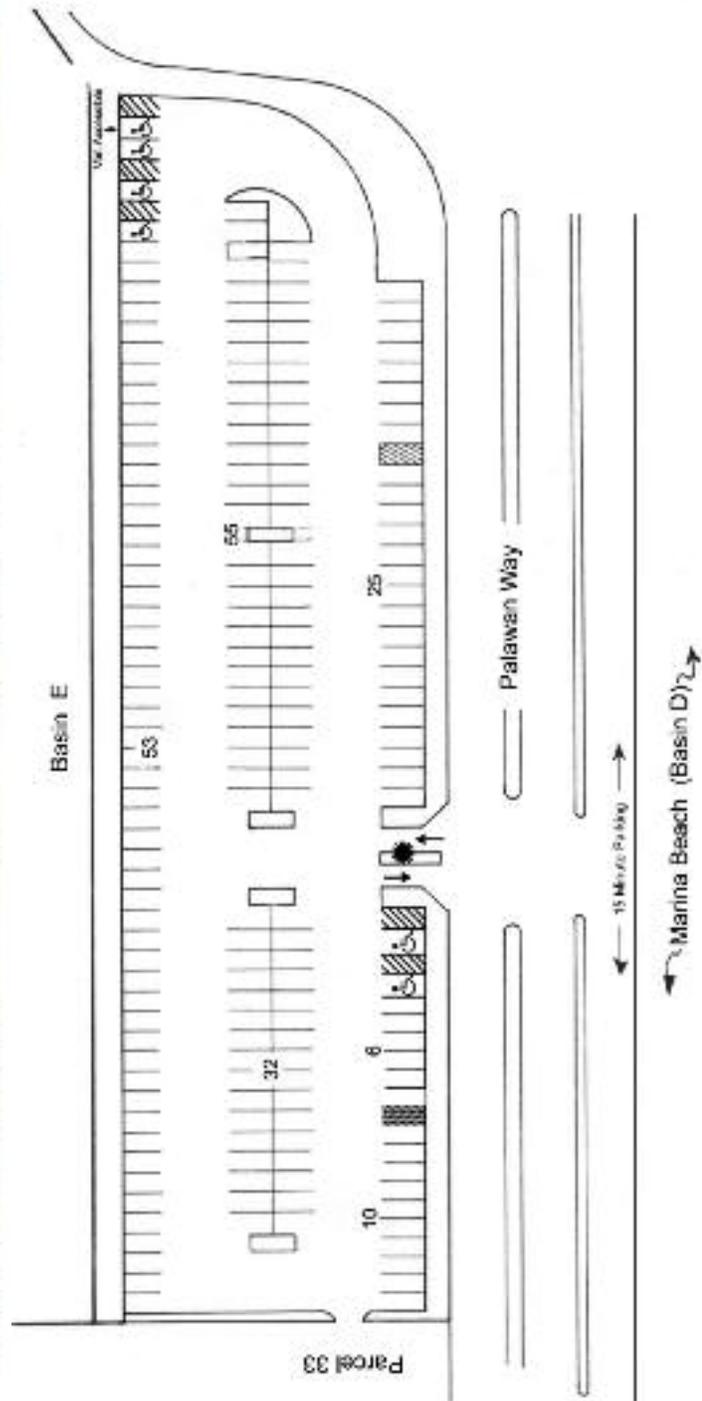




# Strategic Communications Guide

## Marina del Rey Parcels

### Parking Lot #9 (Parcel NR)



Total Number of Parking Spaces: 187





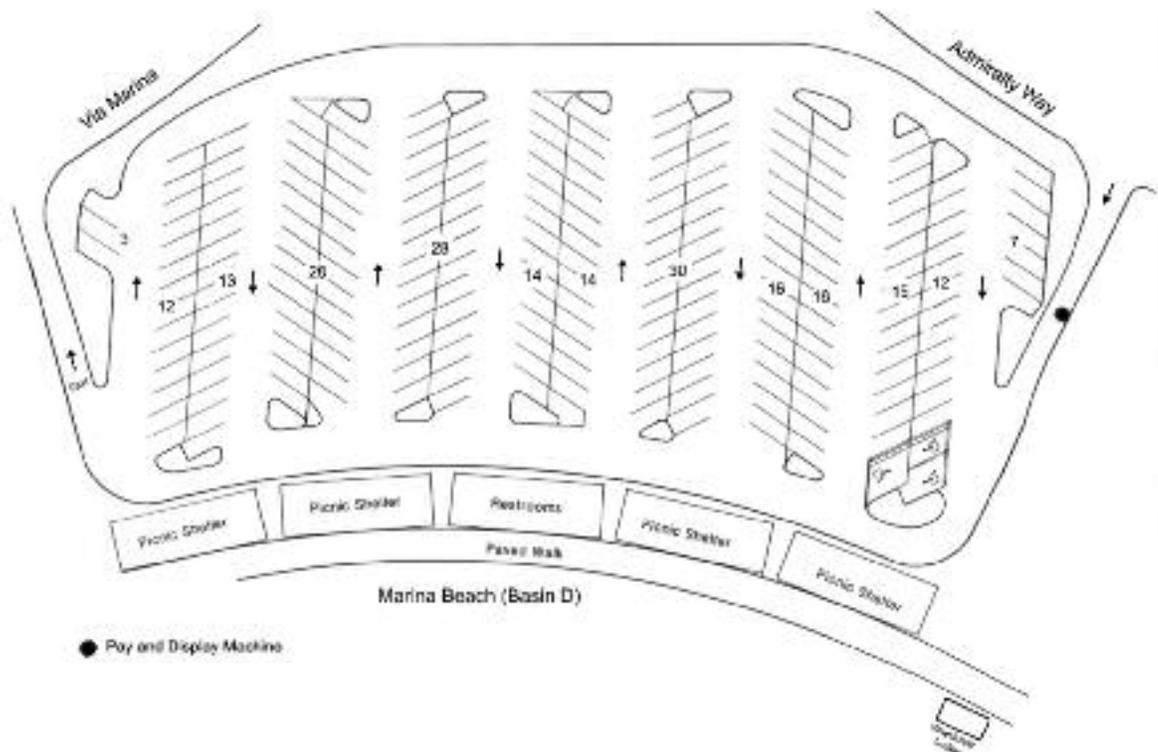
# Strategic Communications Guide

## Marina del Rey Parcels

### Parking Lot #10 (Parcel IR)



Total Number of Parking Spaces: 209



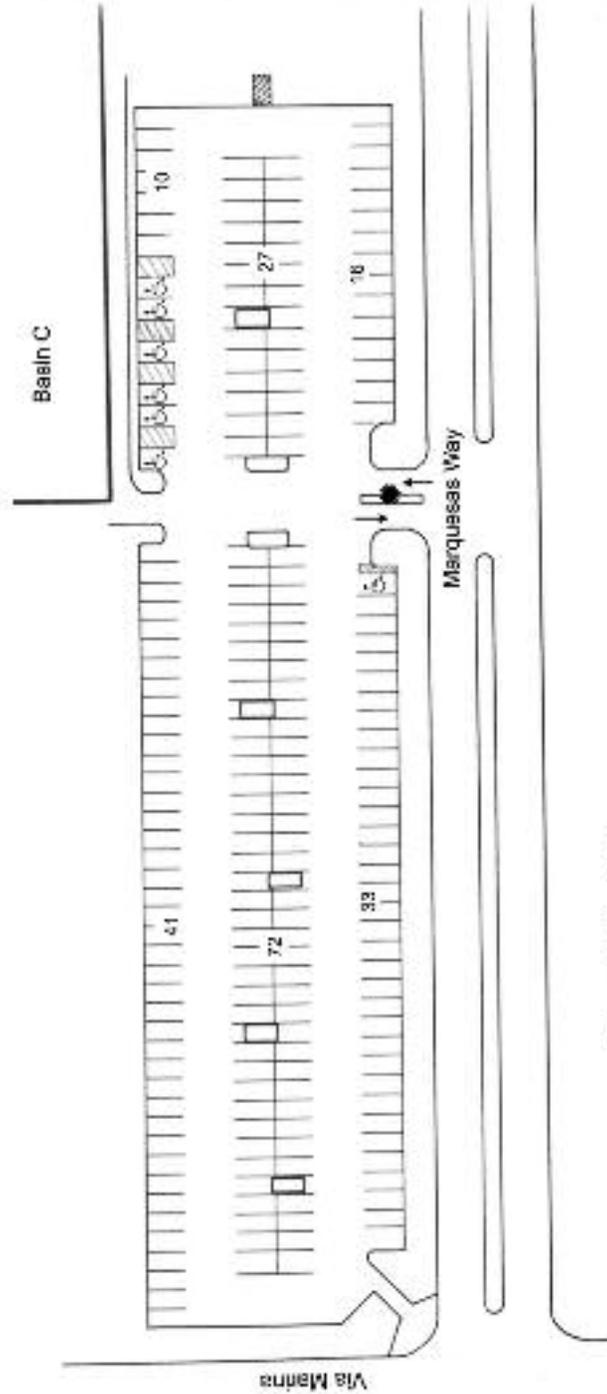




# Strategic Communications Guide

## Marina del Rey Parcels

### Parking Lot #12 (Parcel FF)



Total Number of Parking Spaces: 206

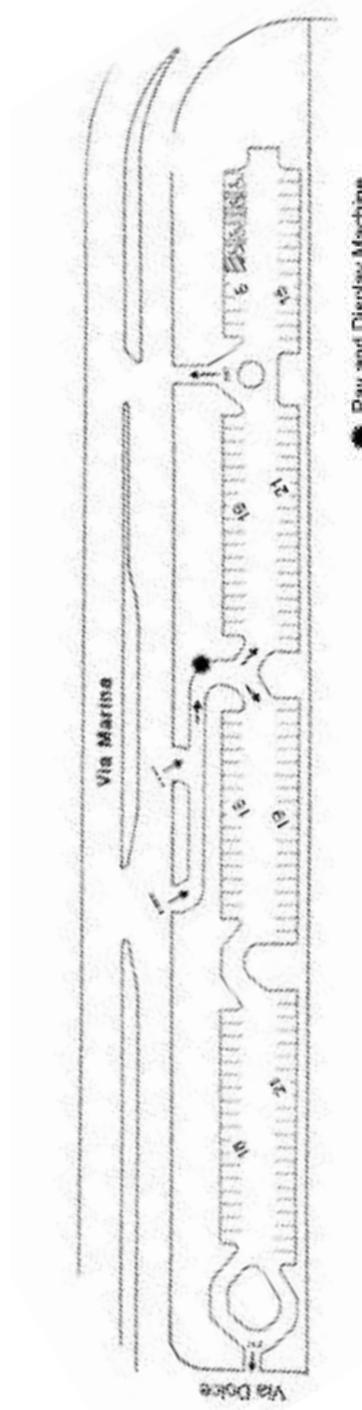




# Strategic Communications Guide

## Marina del Rey Parcels

### Parking Lot #13 (Parcel 3S)



Total Number of Parking Spaces: 138

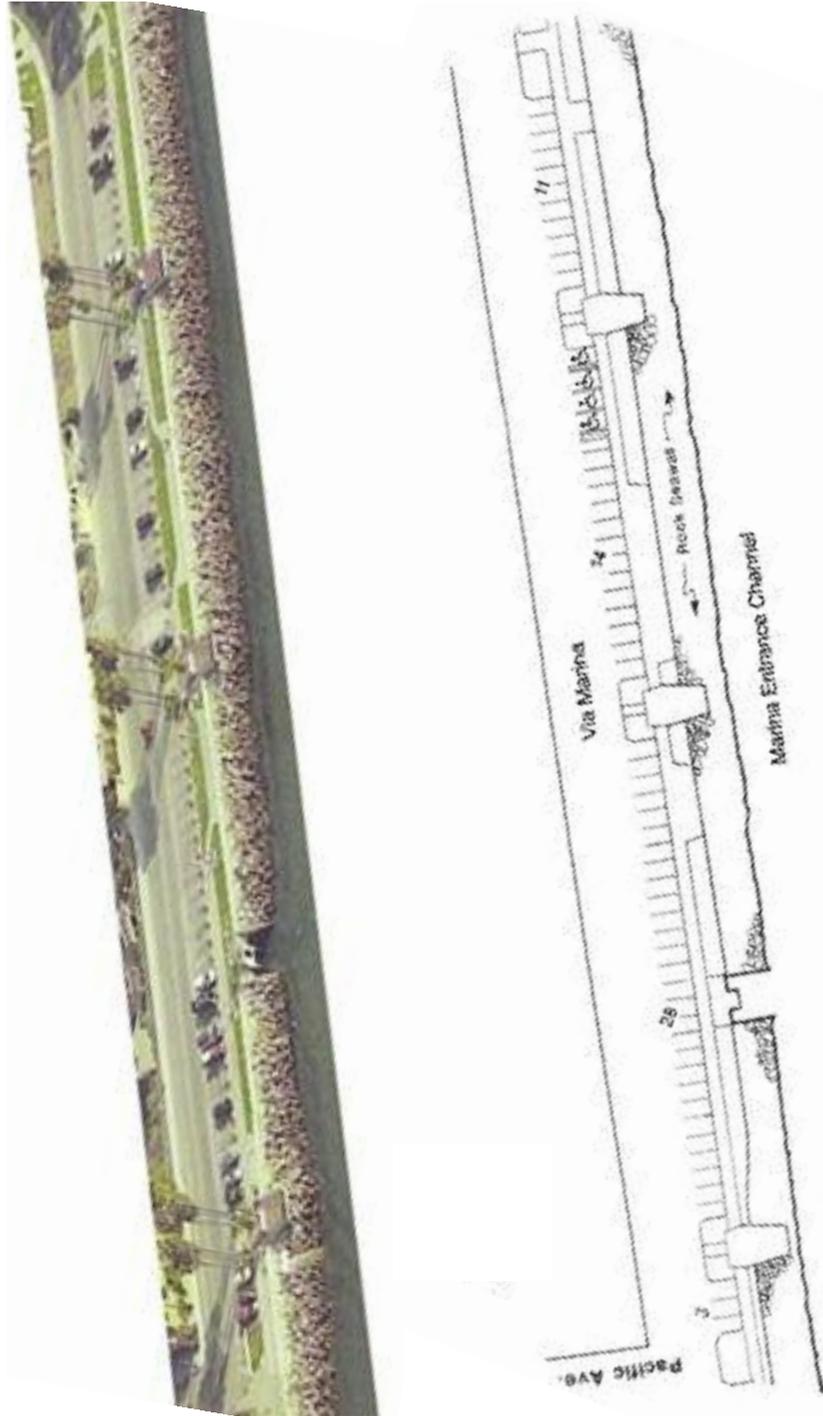




# Strategic Communications Guide

## Marina del Rey Parcels

### North Jetty Parking Lot (Parcel A)



Total Number of Parking Spaces: 60





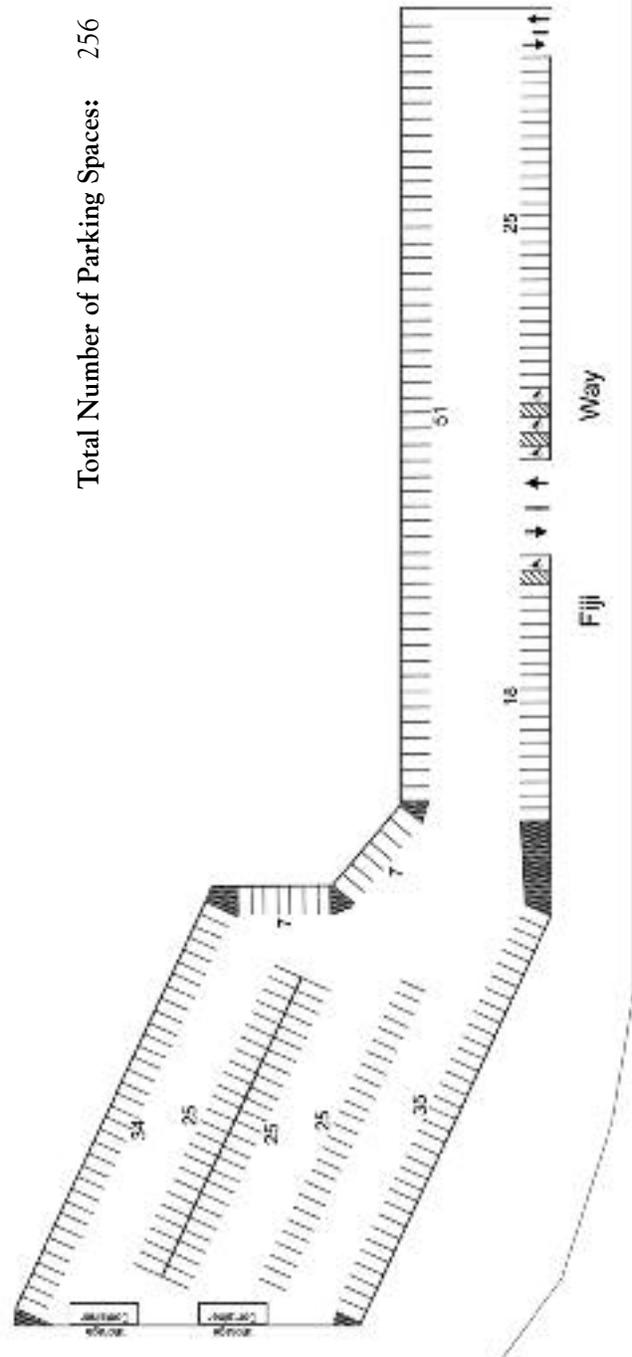
# Strategic Communications Guide

## Marina del Rey Parcels

### Fisherman's Village Overflow Lot (Parcel 56)



Total Number of Parking Spaces: 256

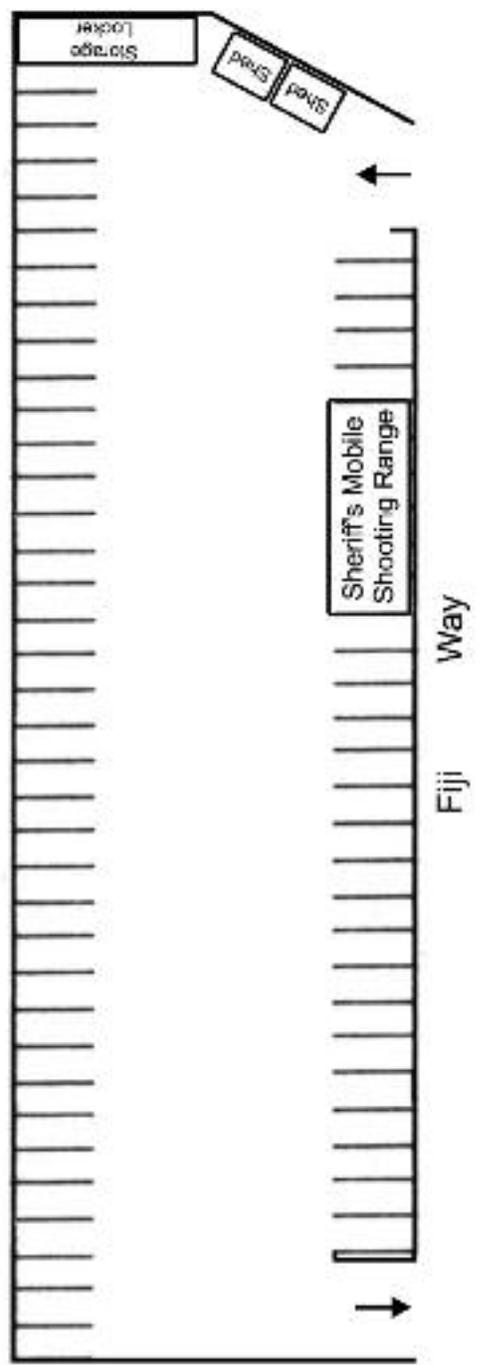




# Strategic Communications Guide

## Marina del Rey Parcels

### DBH Administration Facility/Sheriff's Dept. Overflow Lot



Total Number of Parking Spaces: 58

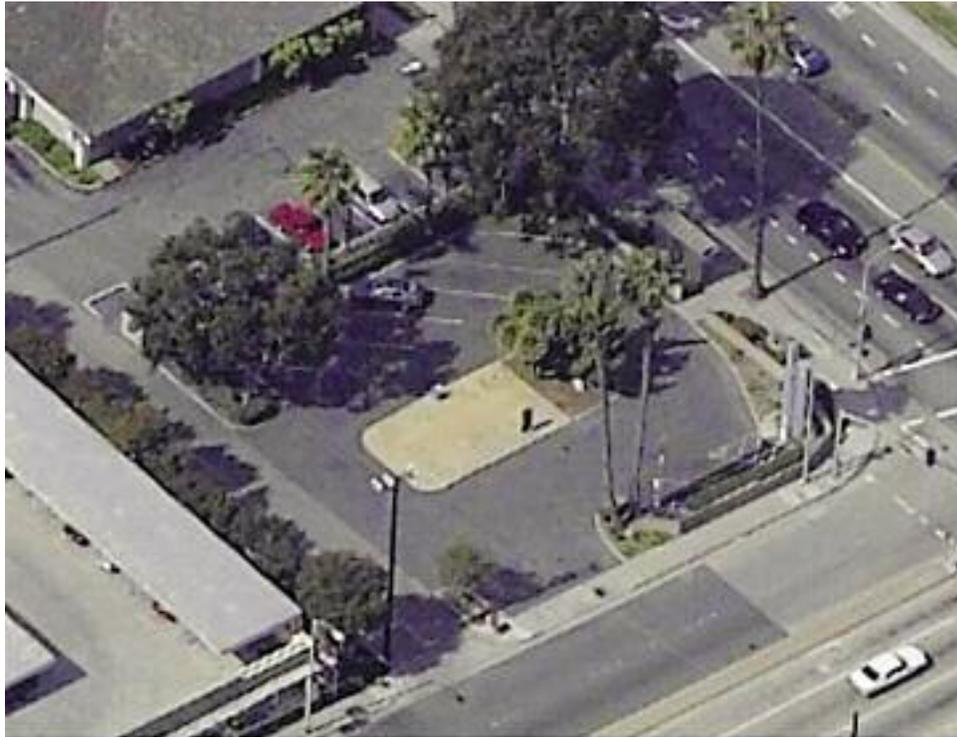




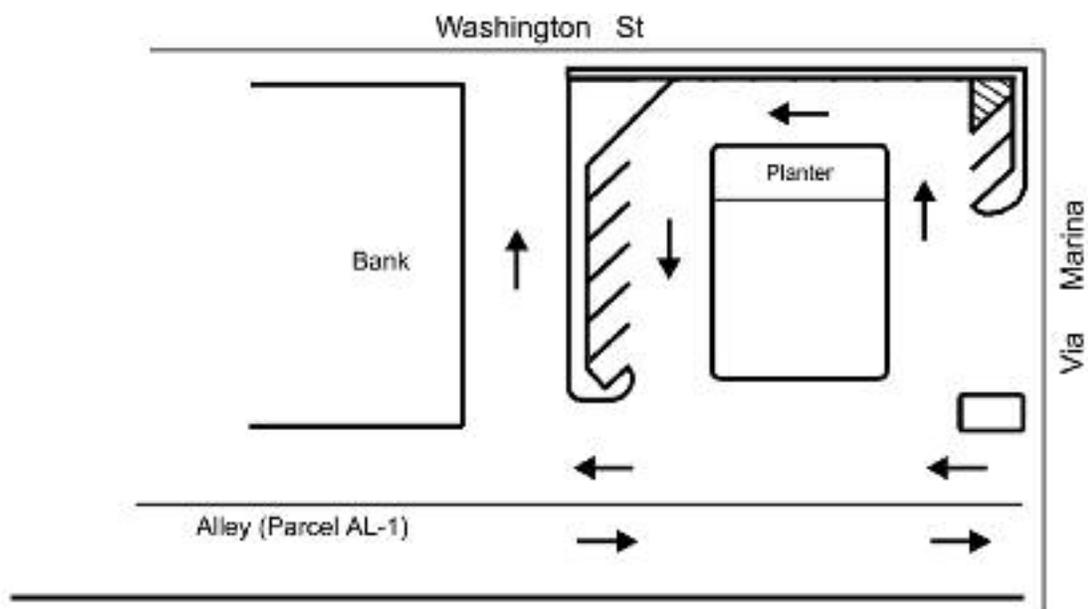
# Strategic Communications Guide

## Marina del Rey Parcels

### Parcel LLS Parking Lot



Total Number of Parking Spaces: 8

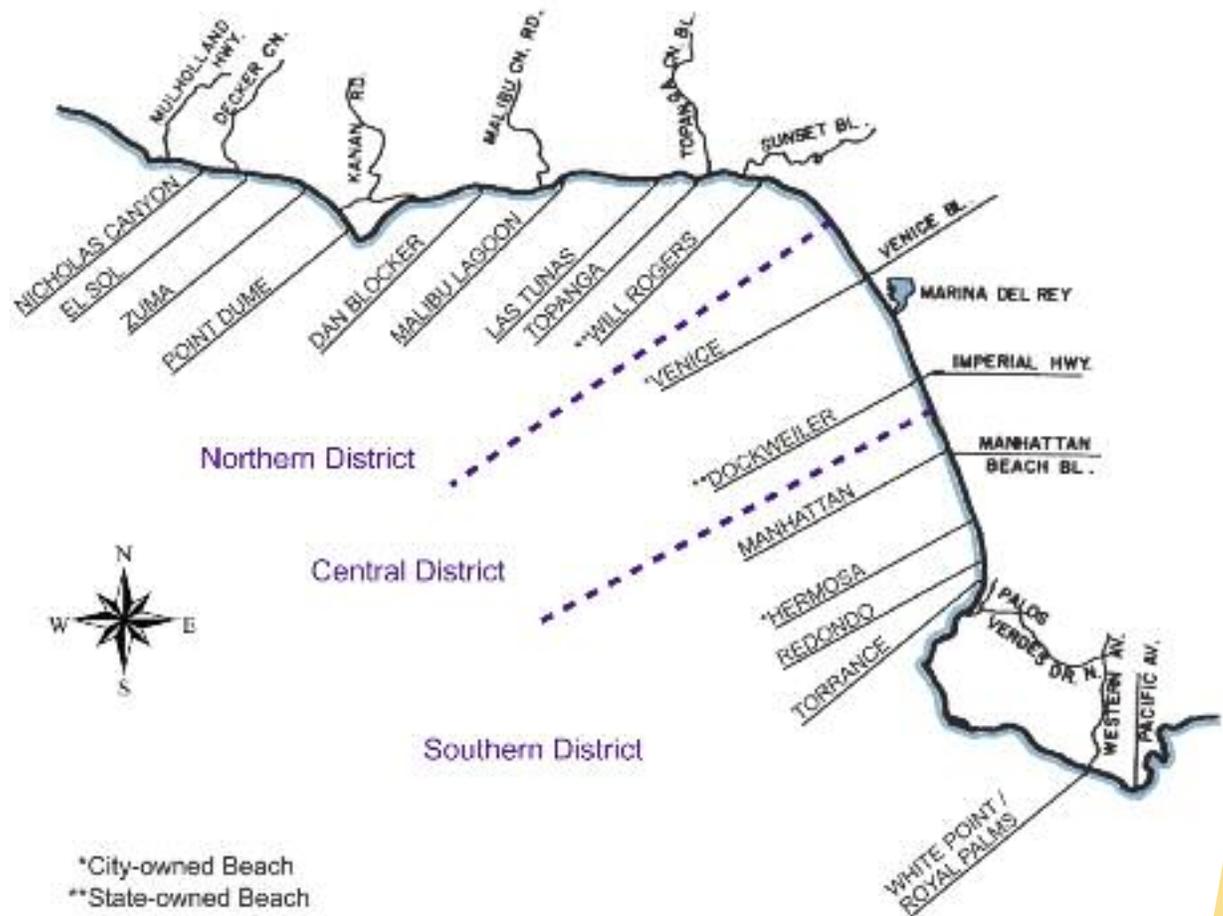




# Strategic Communications Guide

## Los Angeles County Beaches

This exhibit will include descriptions of amenities, improvement projects, activities and photographs of Los Angeles County beaches operated and maintained by the Department.





# Strategic Communications Guide

## Los Angeles County Beaches



### Nicholas Canyon Beach

Nicholas Canyon Beach has .70 of a mile of beach frontage with 23 acres of property. There is parking for 141 cars on the bluffs just over the beach. Amenities include restrooms, stairs to the beach and lifeguards. The area is great for swimming, surfing, windsailing, and scuba diving.







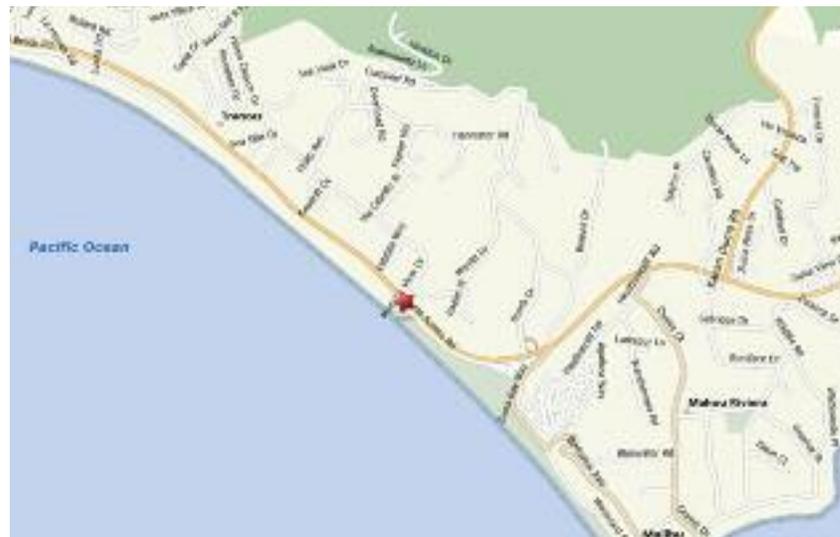
# Strategic Communications Guide

## Los Angeles County Beaches



### Zuma Beach

Zuma Beach has 1.8 miles of beach frontage with 105 acres of property. There are eight parking lots with approximately 2000 parking spaces. Amenities include restrooms, restaurants, showers, volleyball nets and a bus stop. This site has become very popular for both swimming and body surfing, however it is known for its rough surf and riptides.

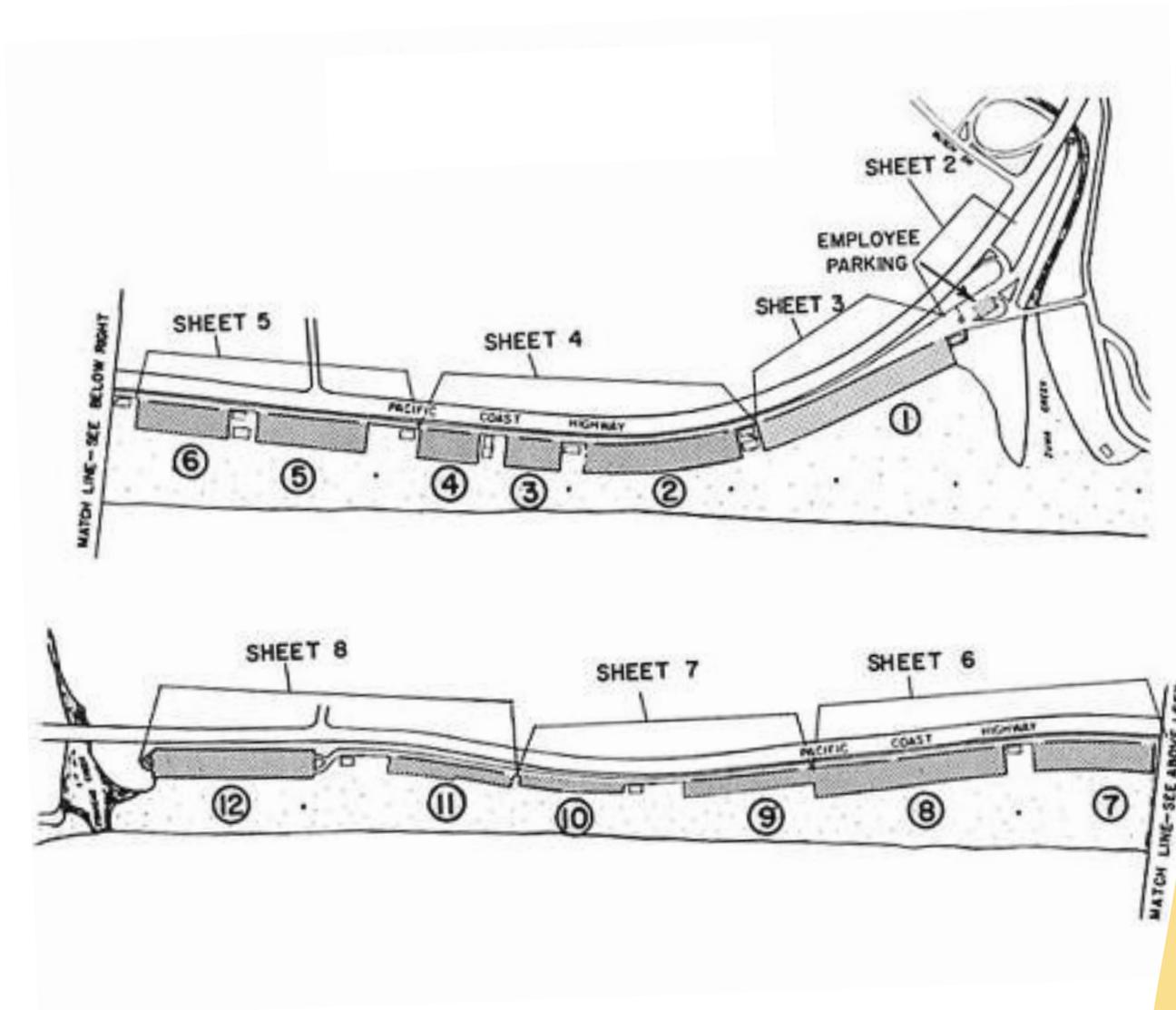




# Strategic Communications Guide

## Los Angeles County Beaches

### Zuma County Beach Parking Lot Location

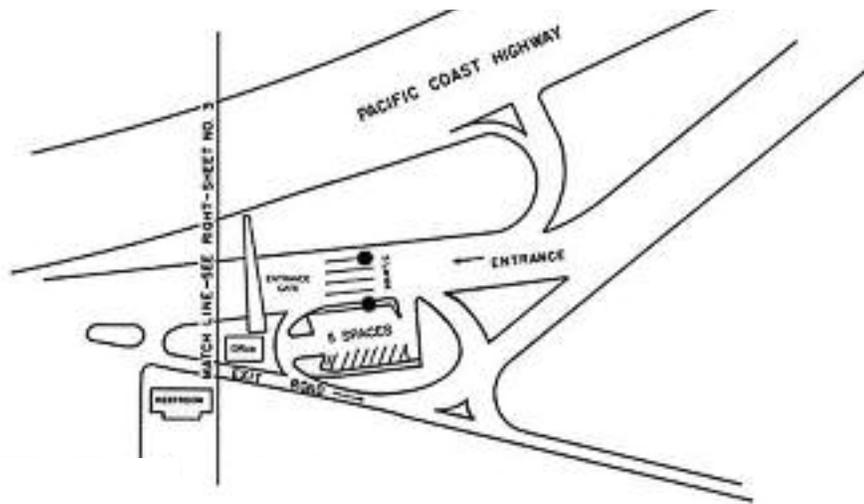




# Strategic Communications Guide

## Los Angeles County Beaches

### Zuma County Beach Entrance & Employee Parking



Total Number of Parking Spaces: 8

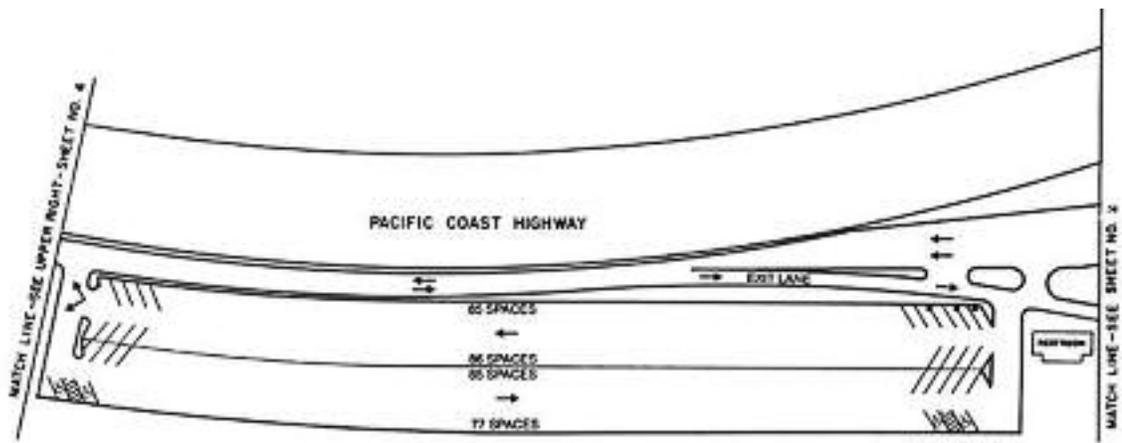




# Strategic Communications Guide

Los Angeles County Beaches

## Zuma Parking Lot #1



Total Number of Parking Spaces: 137





# Strategic Communications Guide

## Los Angeles County Beaches

### Zuma Parking Lots #2, 3, 4

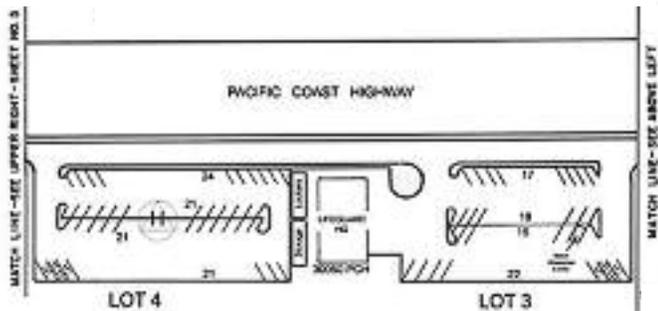
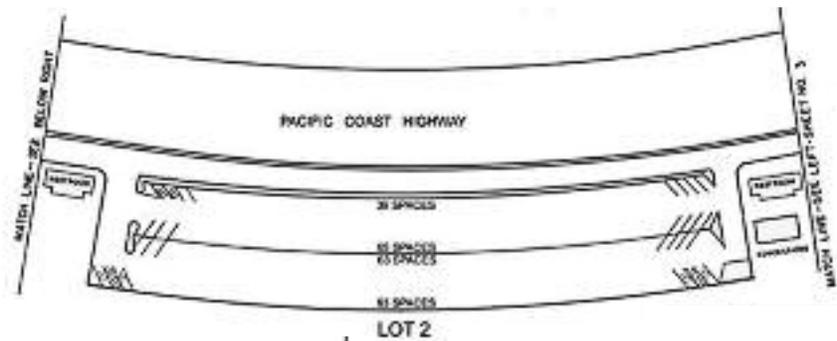


Zuma Lot 2



Zuma Lot 4

Zuma Lot 3



#### Total Number of Parking Spaces:

Lot #2	236
Lot #3	74
Lot #4	89
<b>Total</b>	<b>399</b>





# Strategic Communications Guide

## Los Angeles County Beaches

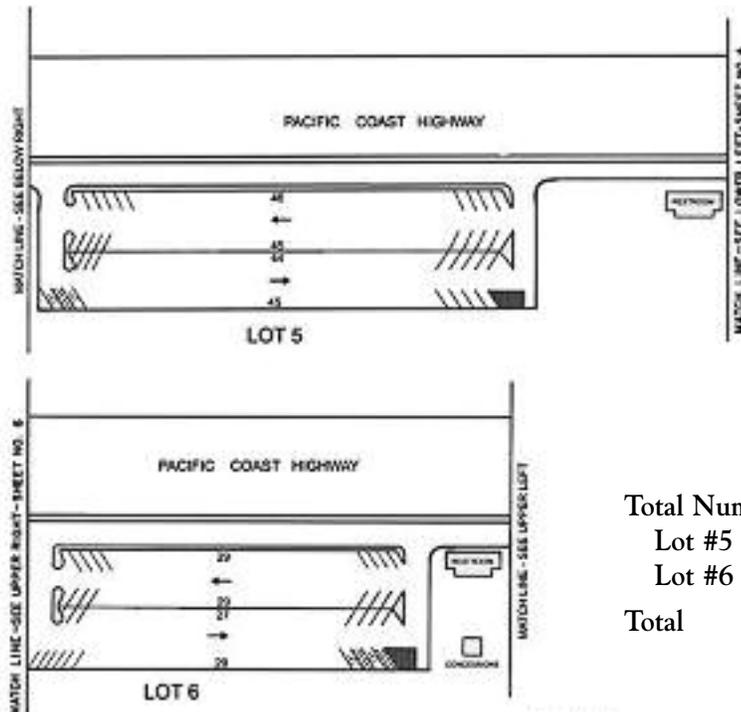
### Zuma Parking Lots #5 & 6



Zuma Lot 5



Zuma Lot 6



Total Number of Parking Spaces:

Lot #5 182

Lot #6 116

Total 298

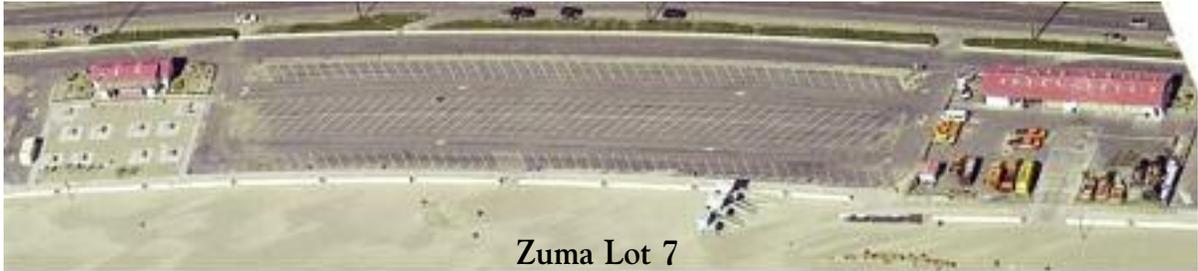




# Strategic Communications Guide

## Los Angeles County Beaches

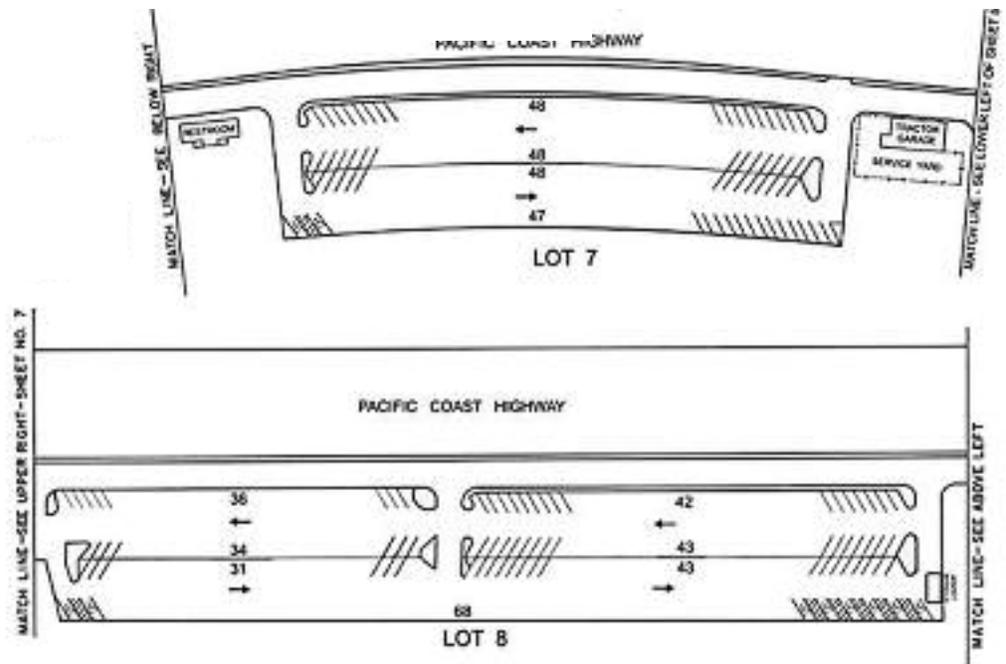
### Zuma Parking Lot #7 & 8



Zuma Lot 7



Zuma Lot 8



Total Number of Parking Spaces:

Lot #7 193

Lot #8 305

Total 498





# Strategic Communications Guide

## Los Angeles County Beaches

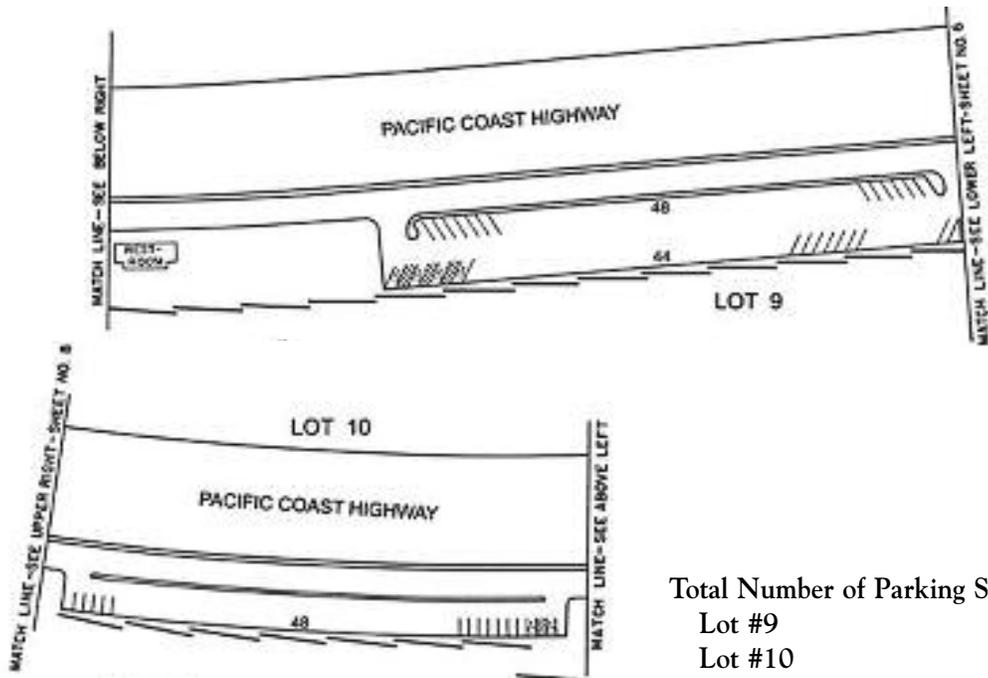
### Zuma Parking Lot #9 & 10



Zuma Lot 9



Zuma Lot 10



Total Number of Parking Spaces:	
Lot #9	96
Lot #10	50
<b>Total</b>	<b>146</b>





# Strategic Communications Guide

Los Angeles County Beaches

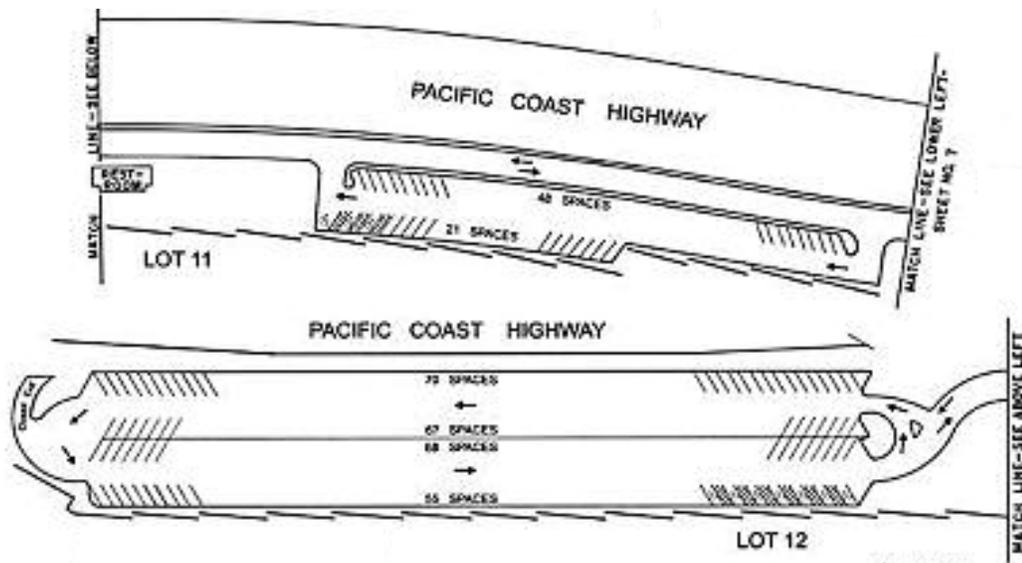
## Zuma Parking Lot #11 & 12



Zuma Lot 11



Zuma Lot 12



Total Number of Parking Spaces:

Lot #11	72
Lot #12	267
Total	339





# Strategic Communications Guide

## Los Angeles County Beaches



### Point Dume Beach

Point Dume Beach has 1.2 miles of ocean frontage with 34 acres of sand. The beach is bordered by cliffs and is one of the most beautiful areas along the Los Angeles coastline. There are 380 parking spaces. Amenities include restrooms, whale watching station, restaurants, a hiking trail and lifeguards. Swimming, diving, surfing and scuba diving are all popular activities at this beach.





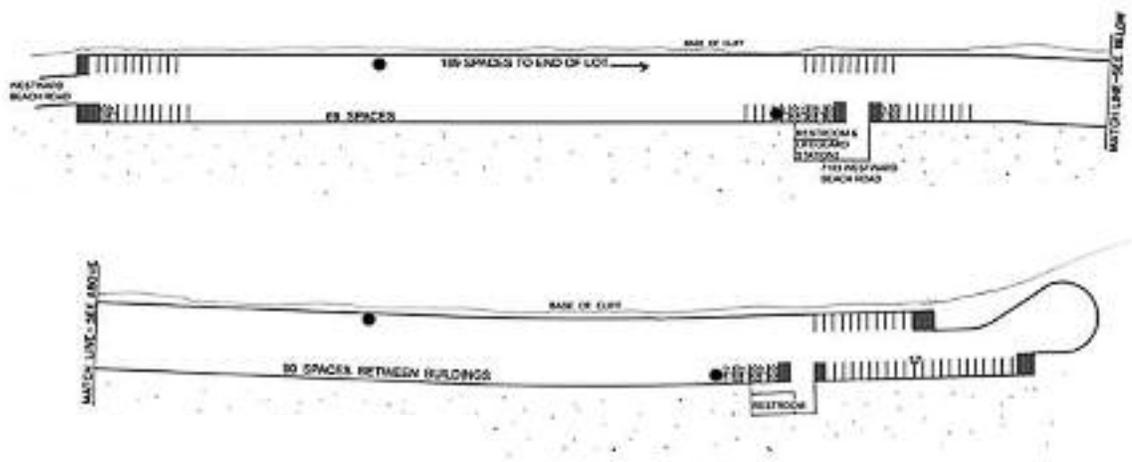
# Strategic Communications Guide

## Los Angeles County Beaches

### Point Dume Parking Lot



© 2009 WSP | Parsons



Total Number of Parking Spaces: 373



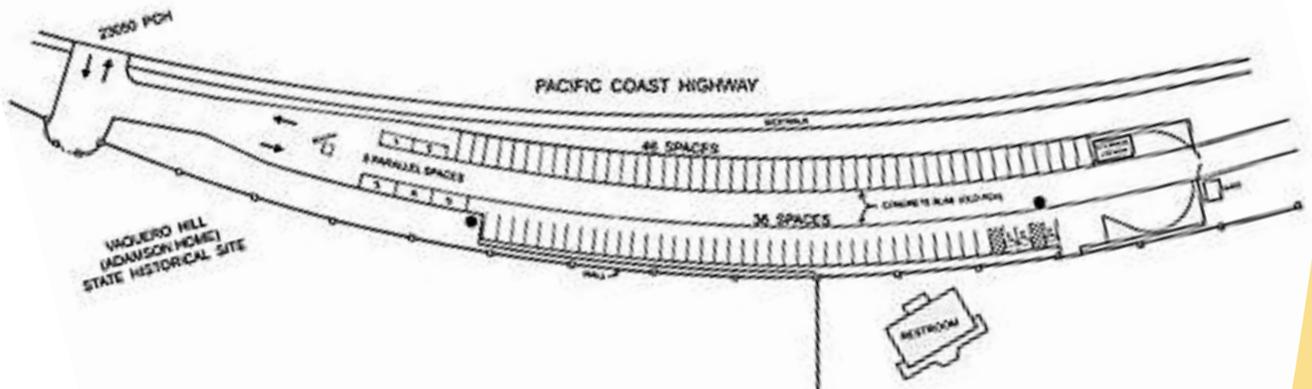




# Strategic Communications Guide

Los Angeles County Beaches

## Malibu Lagoon - Surfrider Beach



Total Number of Parking Spaces: 90





# Strategic Communications Guide

## Los Angeles County Beaches



### Dan Blocker Beach West

Dan Blocker Beach West has .70 miles of ocean frontage with 4 acres of bluff and beach property. There is roadside parking of 15 cars.





# Strategic Communications Guide

## Los Angeles County Beaches



### Topanga Beach

Topanga Beach has 1.10 miles of ocean frontage and 22 acres of property. There are 90 parking spaces. Amenities include restrooms, restaurants, and lifeguards. Most of the beach is good for swimming, as well as skin and scuba diving and surfing. A rocky point divides Topanga into a north and south beach.



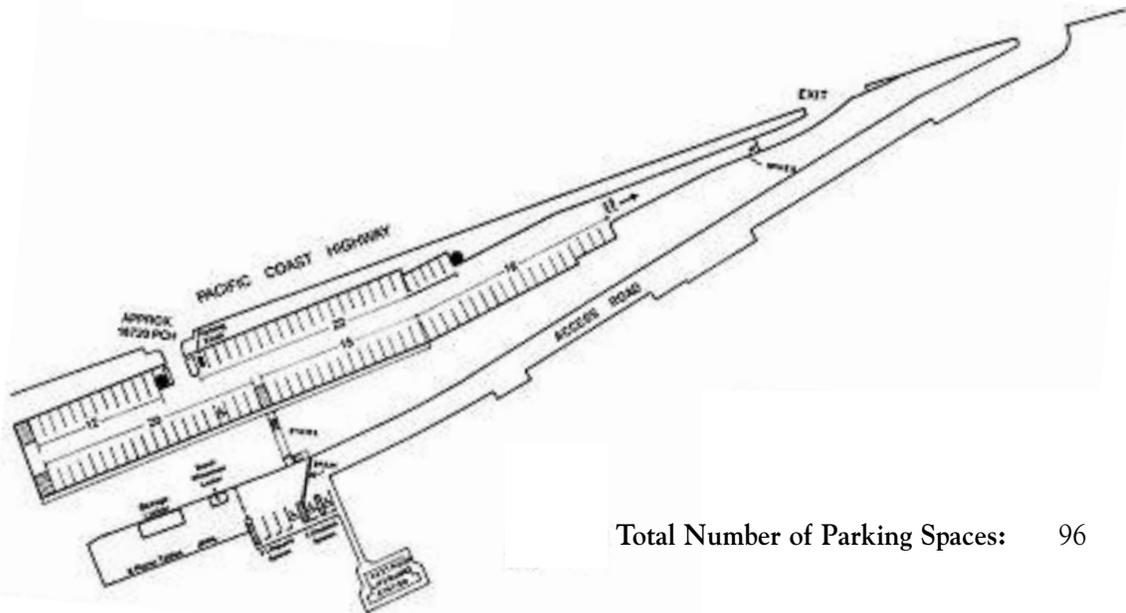


# Strategic Communications Guide

Los Angeles County Beaches

## Topanga East Parking Lot

East Lot



Total Number of Parking Spaces: 96



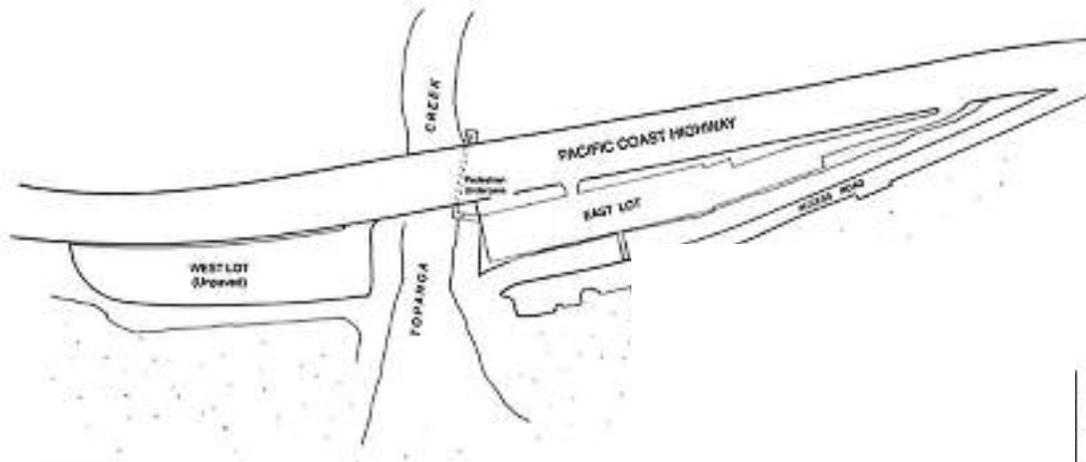
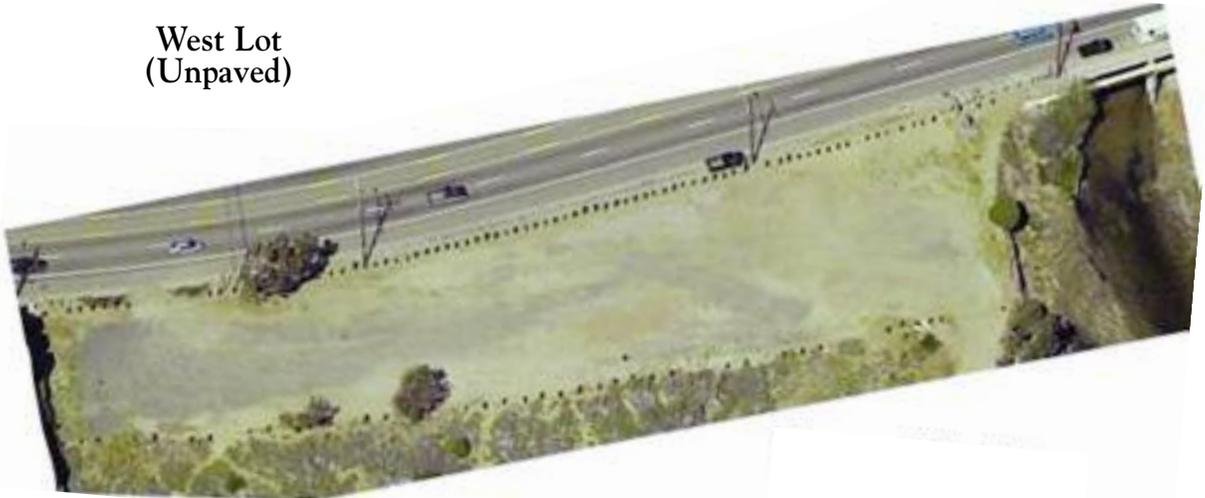


# Strategic Communications Guide

Los Angeles County Beaches

## Topanga West Parking Lot (Unpaved)

West Lot  
(Unpaved)





# Strategic Communications Guide

## Los Angeles County Beaches



### Will Rogers State Beach

Will Rogers State Beach has 3.20 miles of beach frontage and 87 acres of beach. There are over 1,700 parking spaces. Amenities include restrooms, volleyball nets, stairs to the beach and lifeguards. Swimming conditions are excellent. Surfing, surf fishing, sailing, wind surfing are all popular activities in the area and even whales and dolphins can be sighted.





# Strategic Communications Guide

## Los Angeles County Beaches

### Will Rogers State Beach



#### Will Rogers State Beach (General Improvements): 15100 Pacific Coast Hwy.

**Budget: \$6,941,000**

This project includes general improvements to existing beach facilities, including reconstruction of restrooms, parking lots, concession building, lifeguard facilities, construction of ADA-compliant access improvements to the beach, and redesign of the beach entrance at Temescal Canyon.

This project includes reconstruction of the parking lot, construction of an engineered slope revetment; removal to below grade of the existing wooden pilings; construction of a view deck, and ADA-compliant beach access ramp and walkways; grading, landscaping and lighting.

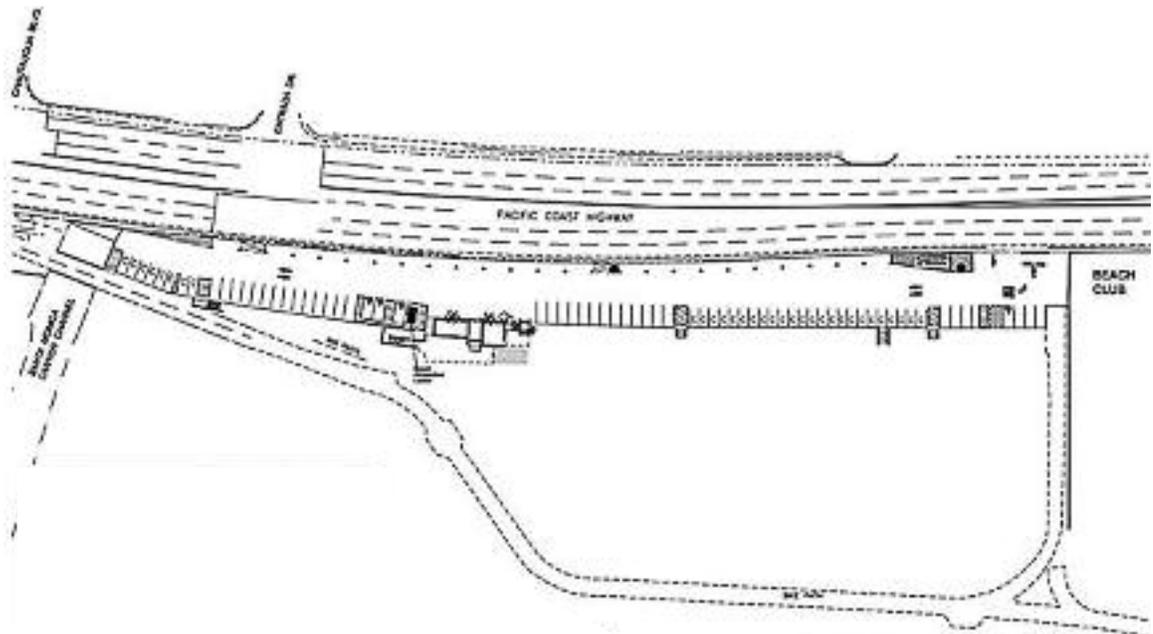




# Strategic Communications Guide

Los Angeles County Beaches

## Will Rogers State Beach Parking Lot #1 (Chautauqua Blvd.)



Total Number of Parking Spaces: 135

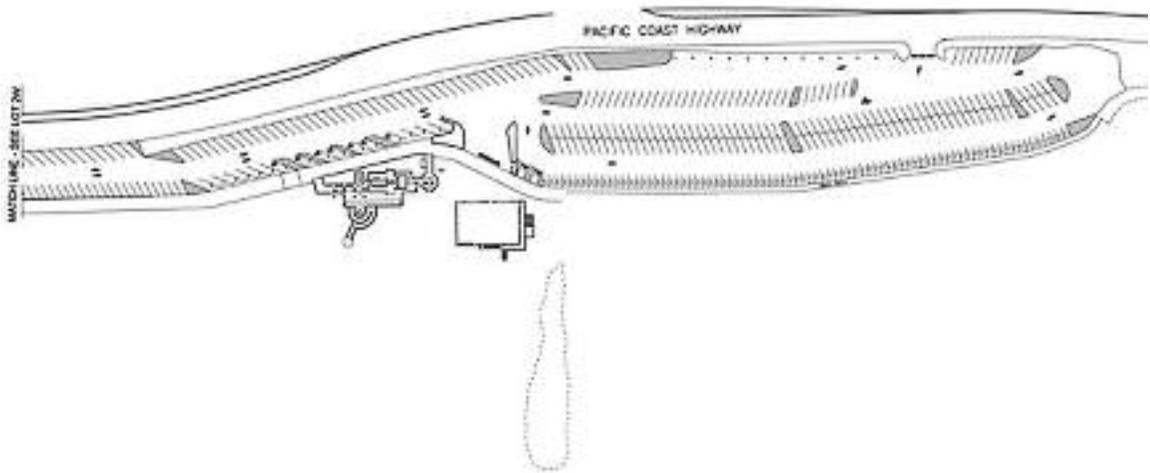




# Strategic Communications Guide

Los Angeles County Beaches

## Will Rogers State Beach Parking Lot #2E (Temescal Canyon)



Total Number of Parking Spaces: 315

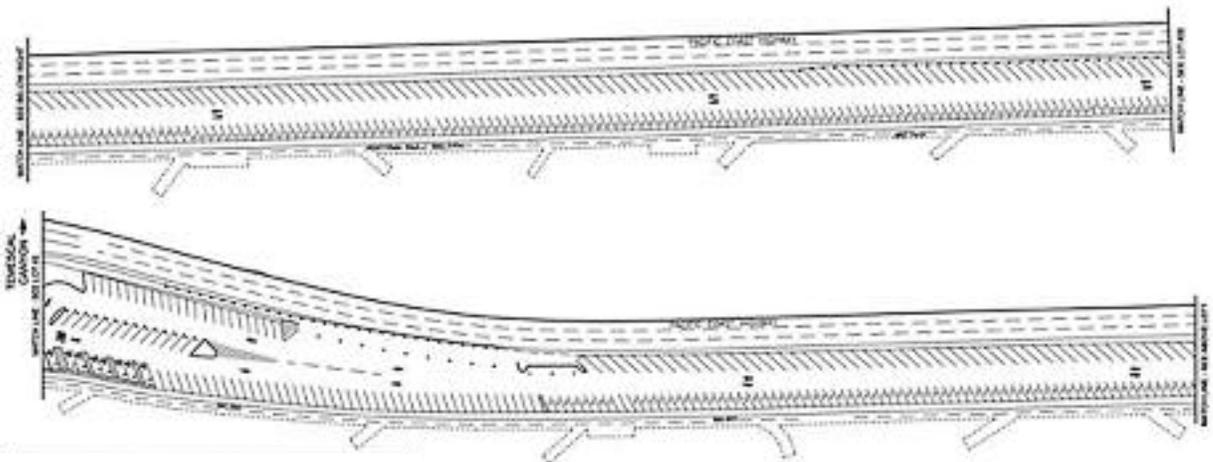




# Strategic Communications Guide

Los Angeles County Beaches

## Will Rogers State Beach Parking Lot #2W (Temescal Canyon)



Total Number of Parking Spaces: 507

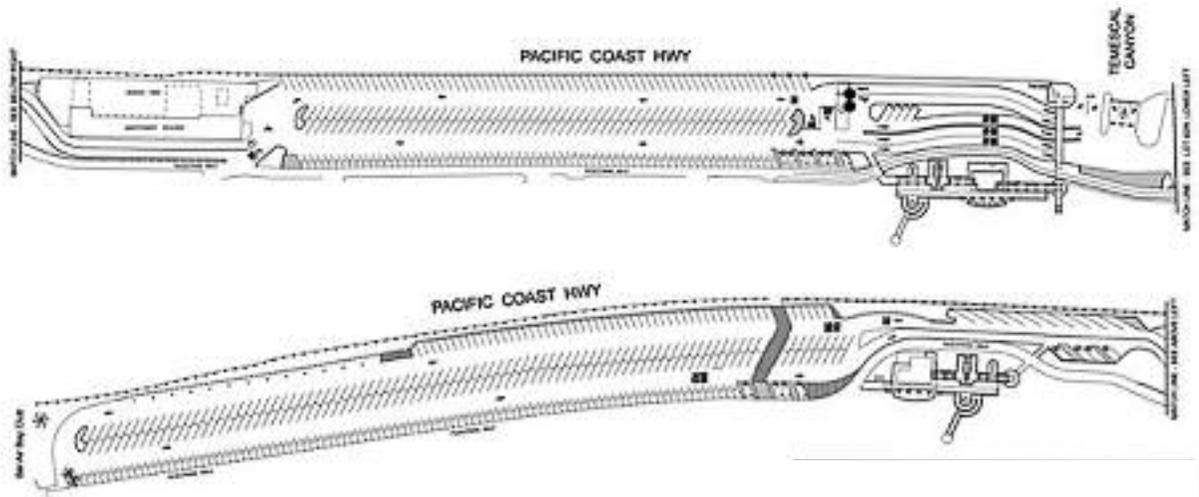




# Strategic Communications Guide

Los Angeles County Beaches

## Will Rogers State Beach Parking Lot #3 (Temescal Canyon)



Total Number of Parking Spaces: 611

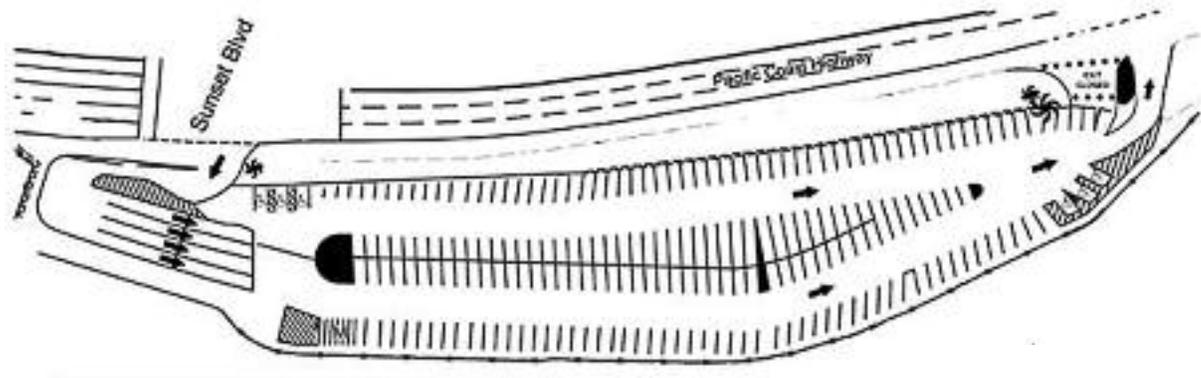




# Strategic Communications Guide

Los Angeles County Beaches

## Will Rogers State Beach Parking Lot #4 (Gladstone's Restuarnt)



Total Number of Parking Spaces: 212

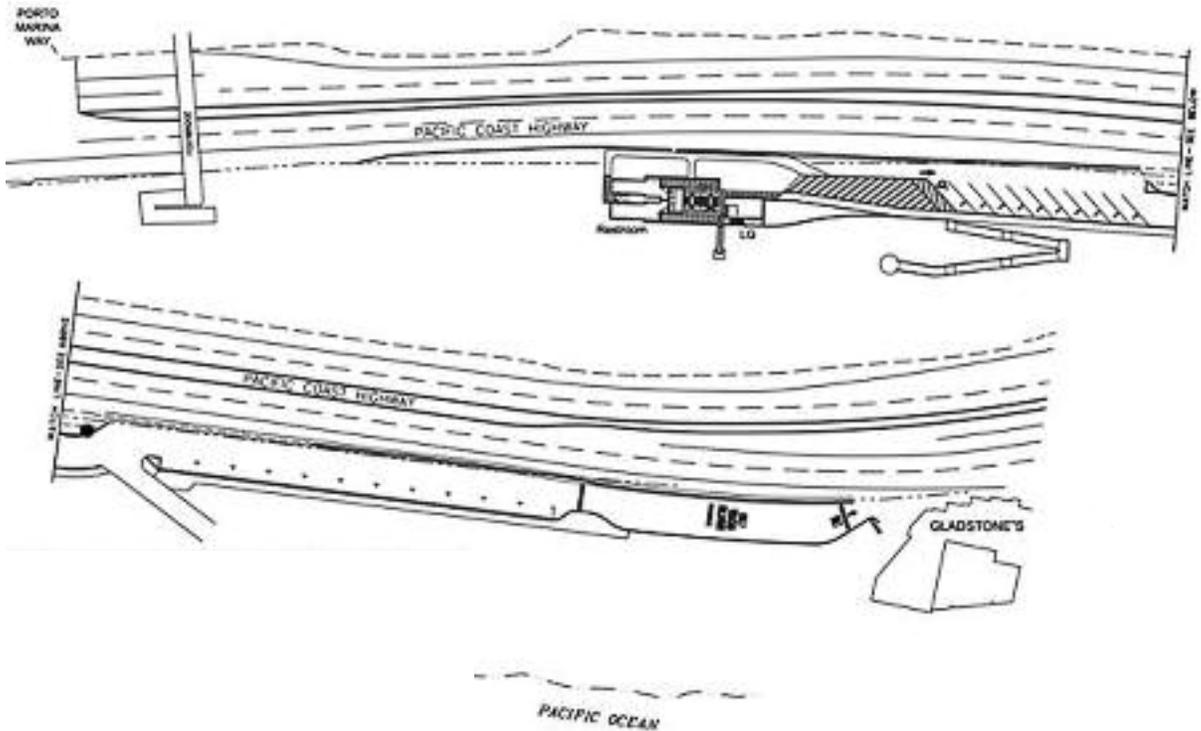




# Strategic Communications Guide

## Los Angeles County Beaches

### Will Rogers State Beach Parking Lot #5 (Castle Rock)



Total Number of Parking Spaces: 52





# Strategic Communications Guide

## Los Angeles County Beaches



### Venice Beach

Venice Beach has 2.90 miles of coastline with 238 acres of beach. There are 1260 spaces in three beach parking lots. Amenities include restrooms, restaurants, a bike path, showers, volleyball nets, a playground and lifeguards. Surfing and swimming are popular, along with jogging and bicycling and skating. Bike and skate rentals are available.

#### Venice Beach Refurbishment: 2300 Ocean Front Walk, Venice

**Budget: \$3,345,000**

This project includes reconstruction of the restroom at Washington Blvd.; expansion and ADA-compliant renovation of the restroom at Yawl Street; reconstruction and relocation of a restroom at Venice Blvd.; refurbishment of the parking lot at Rose Avenue, and refurbishment and expansion of the Venice Blvd. parking lot; reconfiguration of the new Washington Blvd. parking lot entrance; removal of the existing gazebo and picnic area at Washington Blvd. and construction of three permanent bike/skate rental concession buildings at Rose Avenue, Venice Blvd., and Washington Street and improving drainage at the lifeguard headquarters maintenance yard.

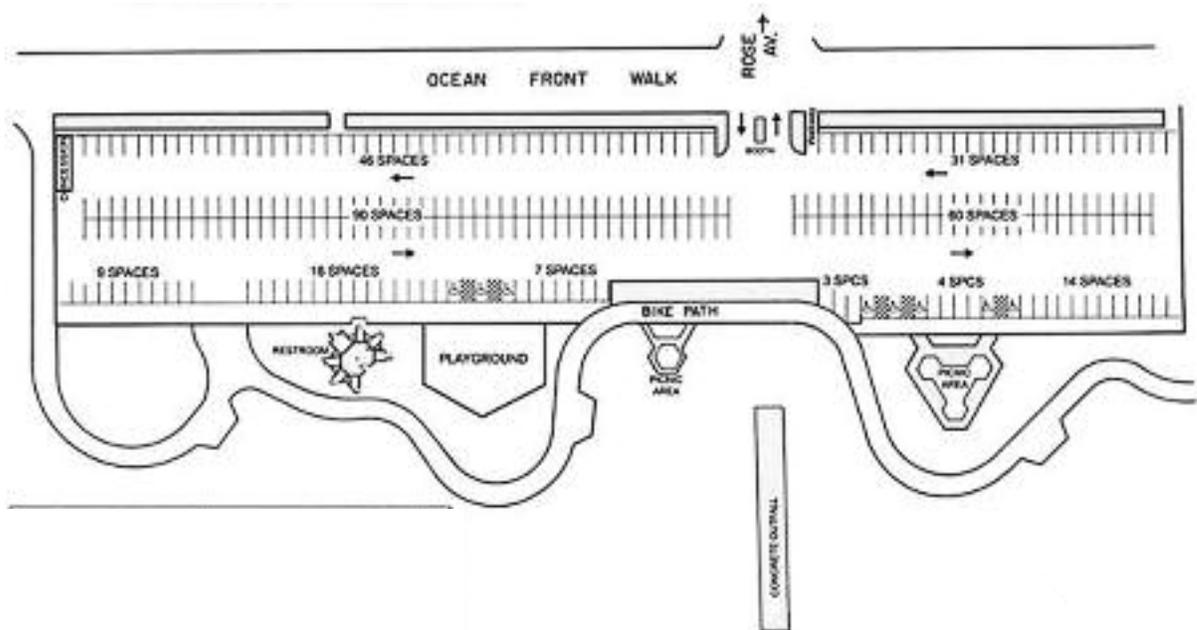




# Strategic Communications Guide

## Los Angeles County Beaches

### Venice City Beach- Rose Avenue Parking Lot



Total Number of Parking Spaces: 288

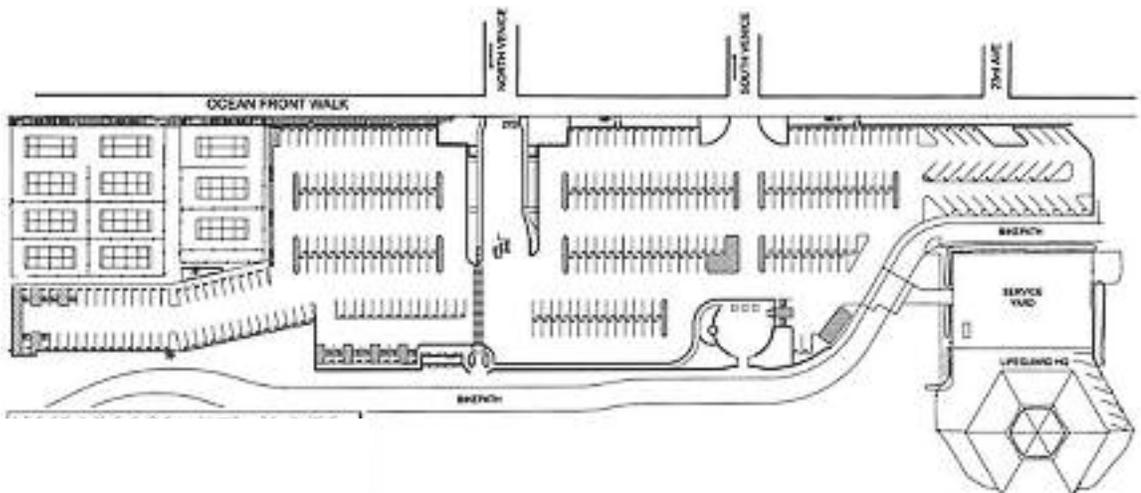




# Strategic Communications Guide

Los Angeles County Beaches

## Venice City Beach- Venice Blvd. Parking Lot



Total Number of Spaces: 356

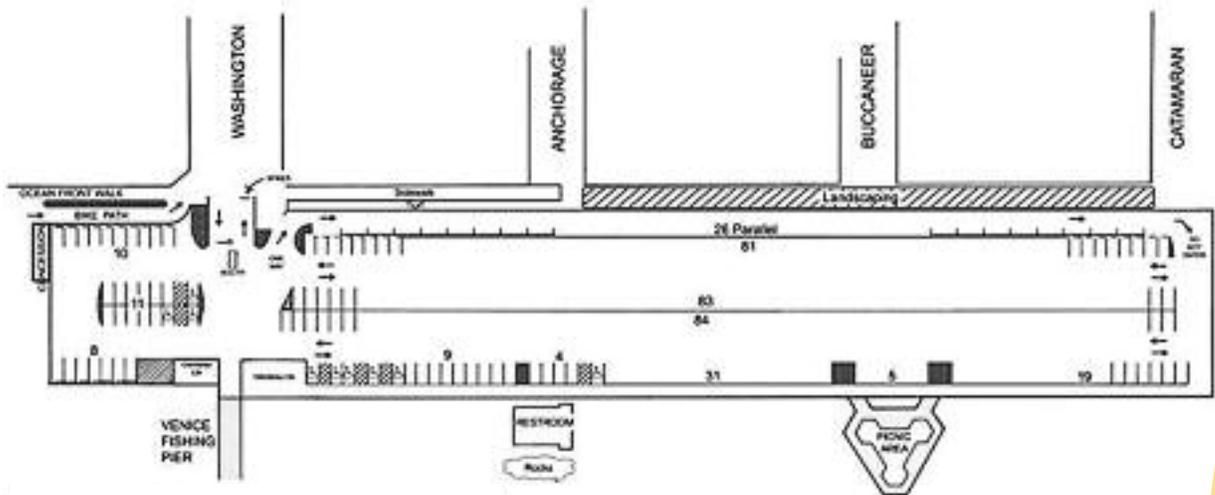




# Strategic Communications Guide

## Los Angeles County Beaches

### Venice City Beach- Washington Blvd. Parking Lot



Total Number of Parking Spaces: 380





# Strategic Communications Guide

## Los Angeles County Beaches



### Marina Beach

Marina Beach has .40 of a mile beach with 6 acres of property. There are 660 parking spaces available. Amenities include restrooms, restaurants, children's playground, volleyball courts, picnic shelter facilities, showers and lifeguard service can be found at the beach. A wheelchair ramp goes directly into the water. Summer WaterBus service is available.

#### Marina Beach Water Quality Improvement Project: 4135 Admiralty Way

**Budget:** \$2,937,601

Installation of water infusion to increase circulation, at Marina Beach.

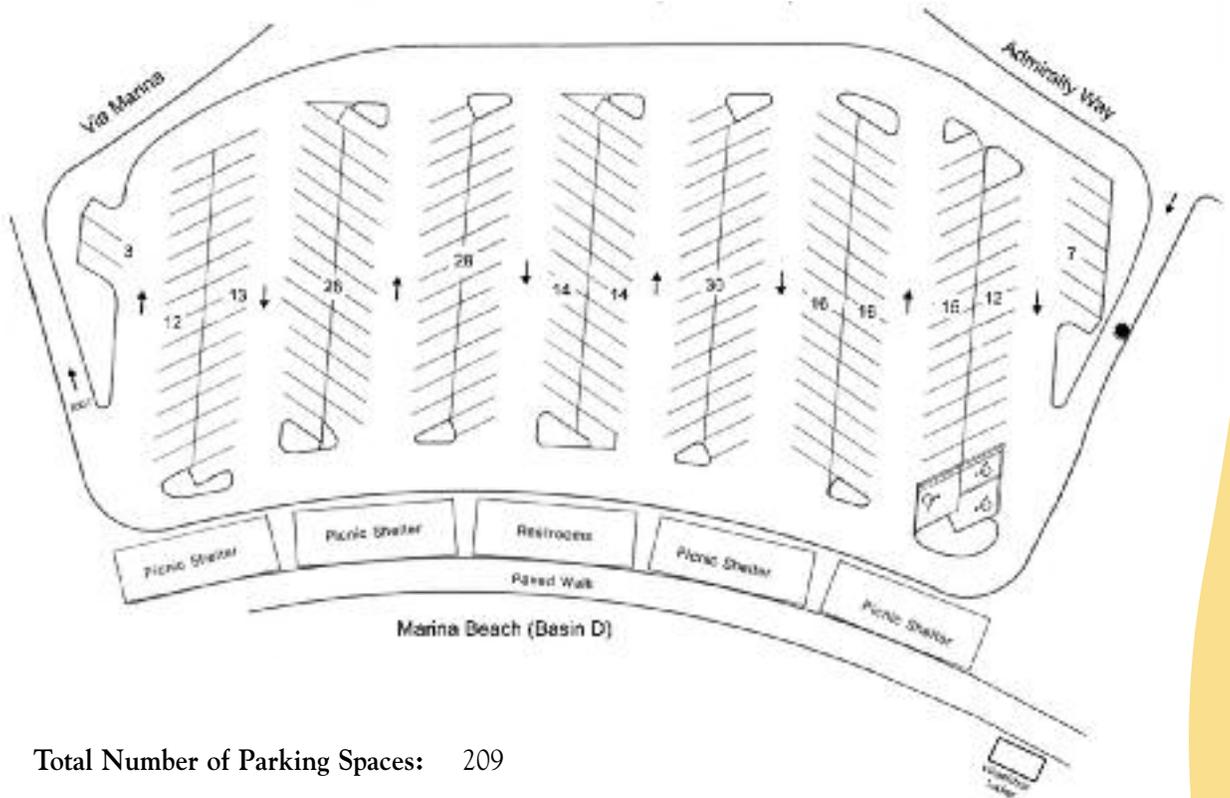




# Strategic Communications Guide

## Los Angeles County Beaches

### Parking Lot #10 (Parcel IR)



Total Number of Parking Spaces: 209





# Strategic Communications Guide

## Los Angeles County Beaches



### Dockweiler State Beach

Dockweiler State Beach has 3.70 miles of ocean frontage and 255 acres of beach. There is parking for 1,215 cars. Amenities include restrooms, showers, picnic facilities and bus stop. A bicycle path runs along the entire length of the beach. There are fire pits for barbeques. It is a fine swimming and surfing beach. This beach also has a Recreational Vehicle (R.V.) Park with 118 full hook-ups. A new 8,800 square foot youth center is under construction for the W.A.T.E.R. Youth Program.





# Strategic Communications Guide

## Los Angeles County Beaches

### Dockweiler State Beach



#### Dockweiler State Beach (Gen. Improvements): Vista del Mar & Imperial Hwy. LA

**Budget:** \$11,000,000

This beach includes general improvements and reconstruction and refurbishment of existing beach facilities, including five restrooms, three parking lots and north access road, concession building, two lifeguard facilities, maintenance and lifeguard facility building, main entry booth, and RV campground.

#### Dockweiler State Beach (Youth Center): Vista del Mar & Imperial Hwy. LA

**Budget:** \$3,000,000

This beach also has an 8,800 square foot youth activity center at Dockweiler State Beach to serve as the southern headquarters for the County's W.A.T.E.R. youth education program. The proposed building will consist of multi-purpose meeting and training facilities, administrative space, indoor storage facilities, restroom and locker facilities, and beach equipment storage.

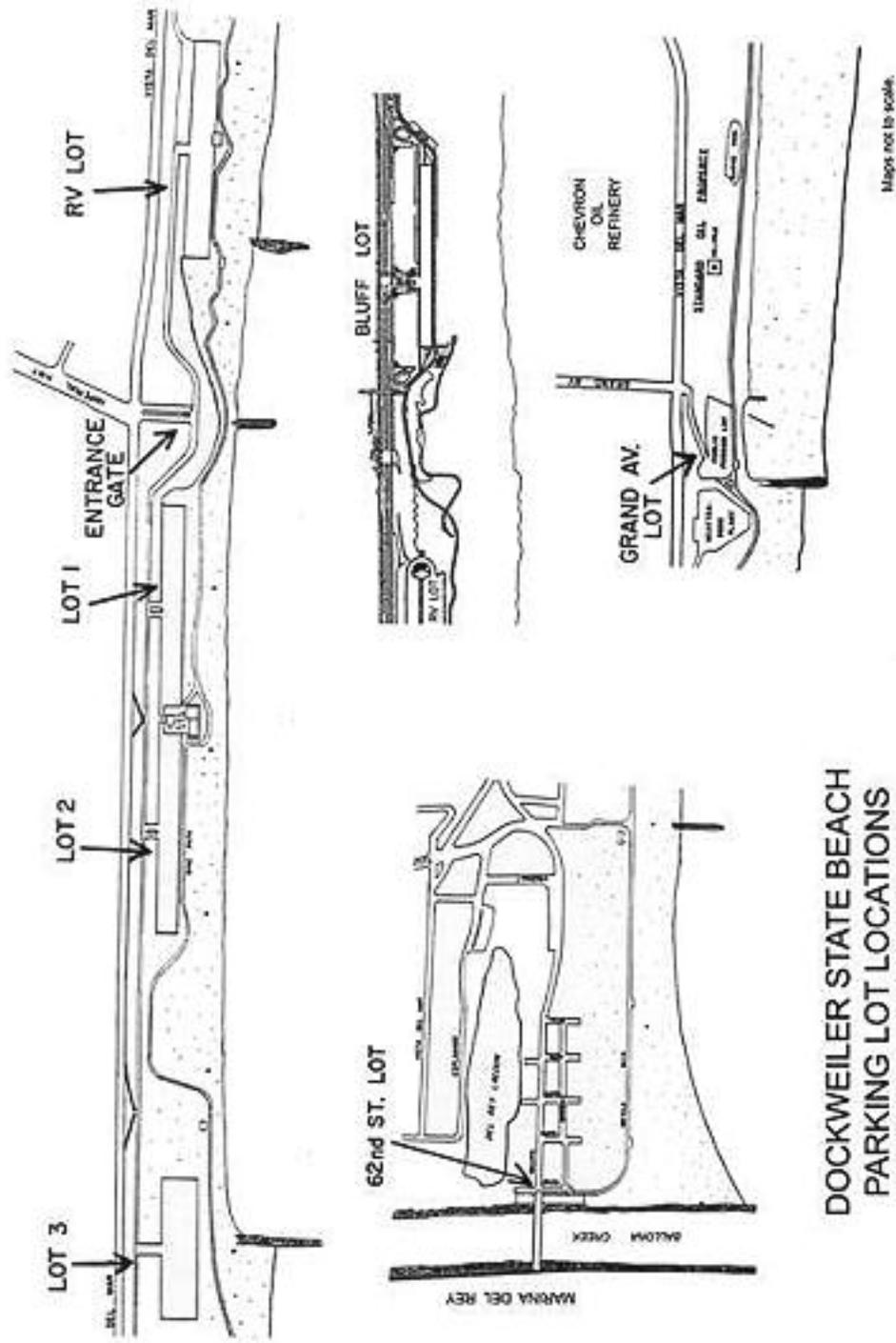




# Strategic Communications Guide

## Los Angeles County Beaches

### Dockweiler State Beach Parking Lot Locations



**DOCKWEILER STATE BEACH  
PARKING LOT LOCATIONS**

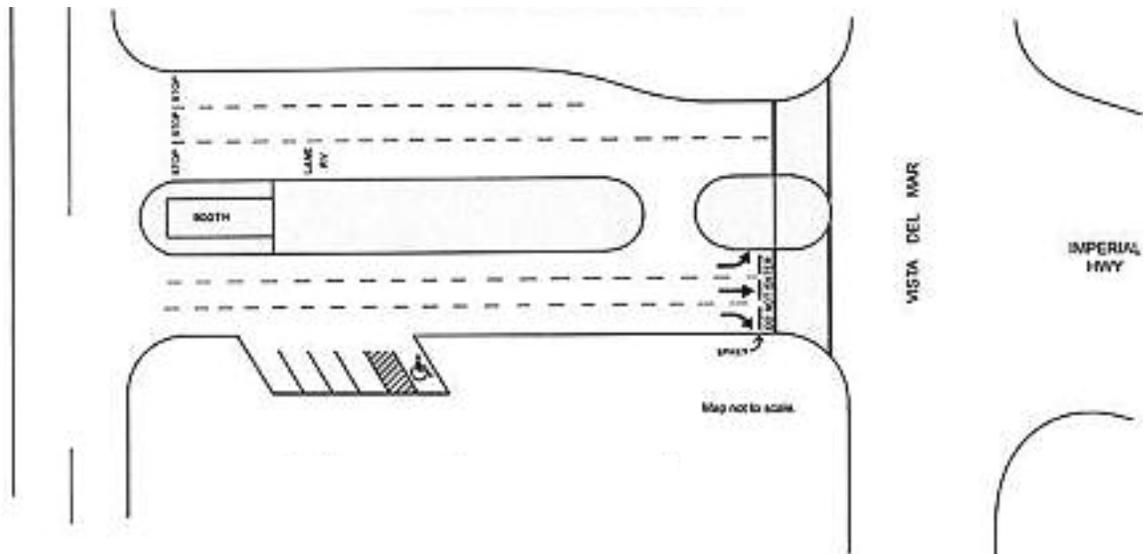




# Strategic Communications Guide

## Los Angeles County Beaches

### Dockweiler State Beach Entrance Gate Area



Total Number of Parking Spaces: 5

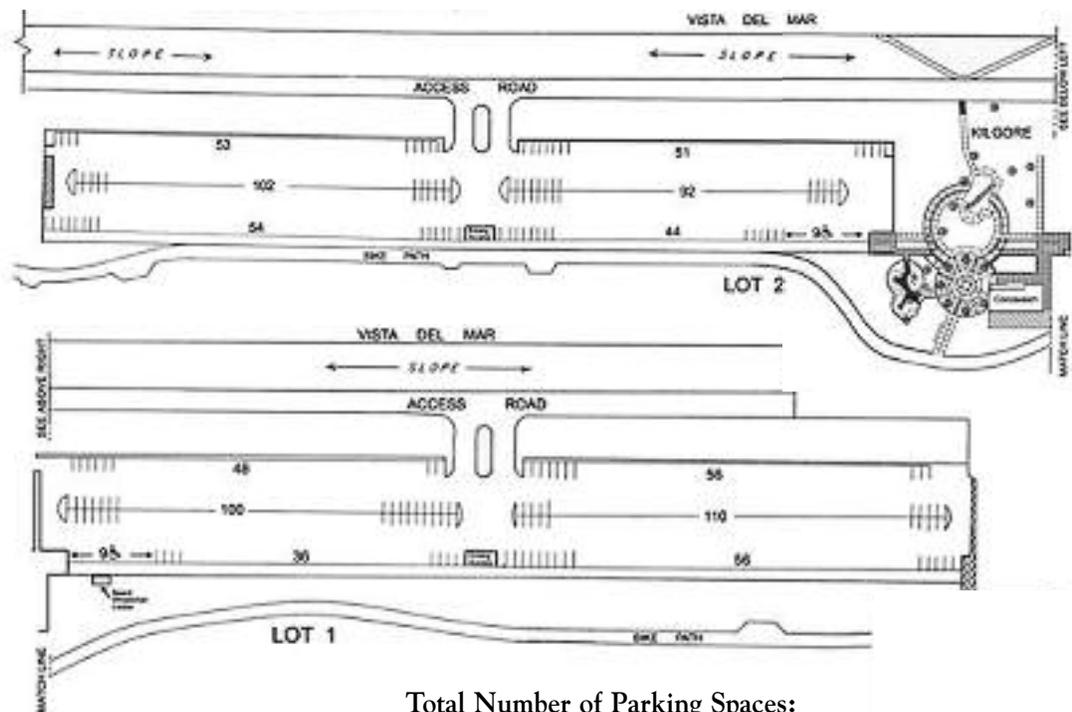




# Strategic Communications Guide

## Los Angeles County Beaches

### Dockweiler State Beach Parking Lots #1 & 2



Total Number of Parking Spaces:

Lot #1	415
Lot #2	405
<b>Total</b>	<b>820</b>

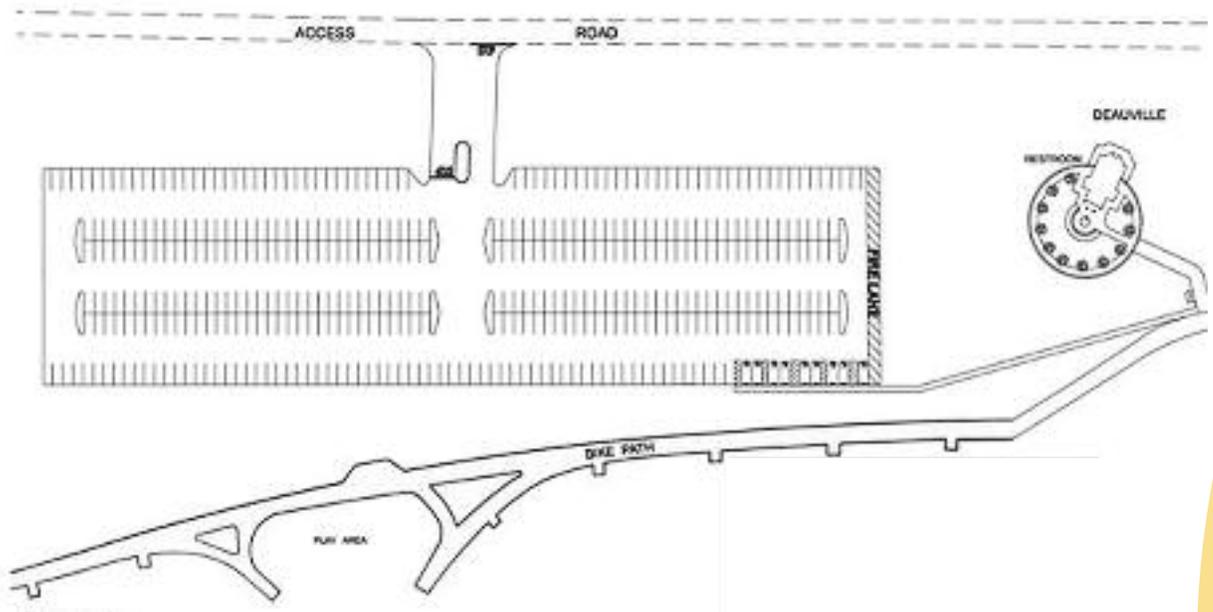




# Strategic Communications Guide

## Los Angeles County Beaches

### Dockweiler State Beach Parking Lot #3



Total Number of Parking Spaces: 418

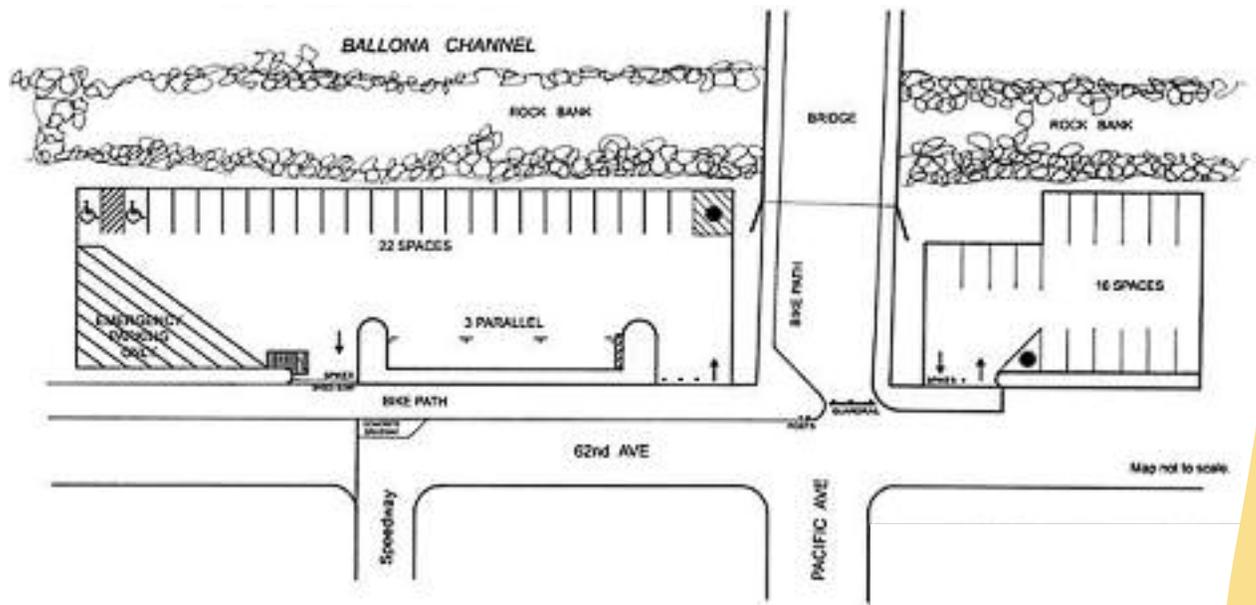




# Strategic Communications Guide

## Los Angeles County Beaches

### Dockweiler State Beach - 62nd Avenue Parking Lot



Total Number of Parking Spaces: 43





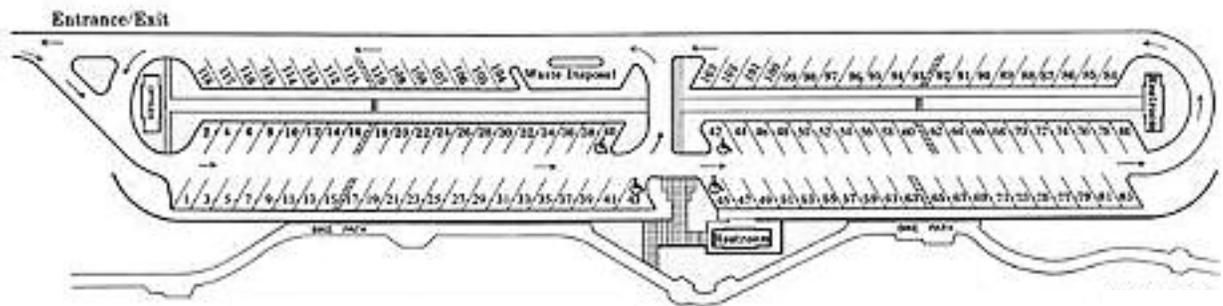
# Strategic Communications Guide

## Los Angeles County Beaches

### Dockweiler State Beach - RV Campground Parking Lot



Vista del Mar



Total Number of Parking Spaces: 117





# Strategic Communications Guide

Los Angeles County Beaches

## Dockweiler State Beach - Bluff Parking Lot



Total Number of Parking Spaces: 583

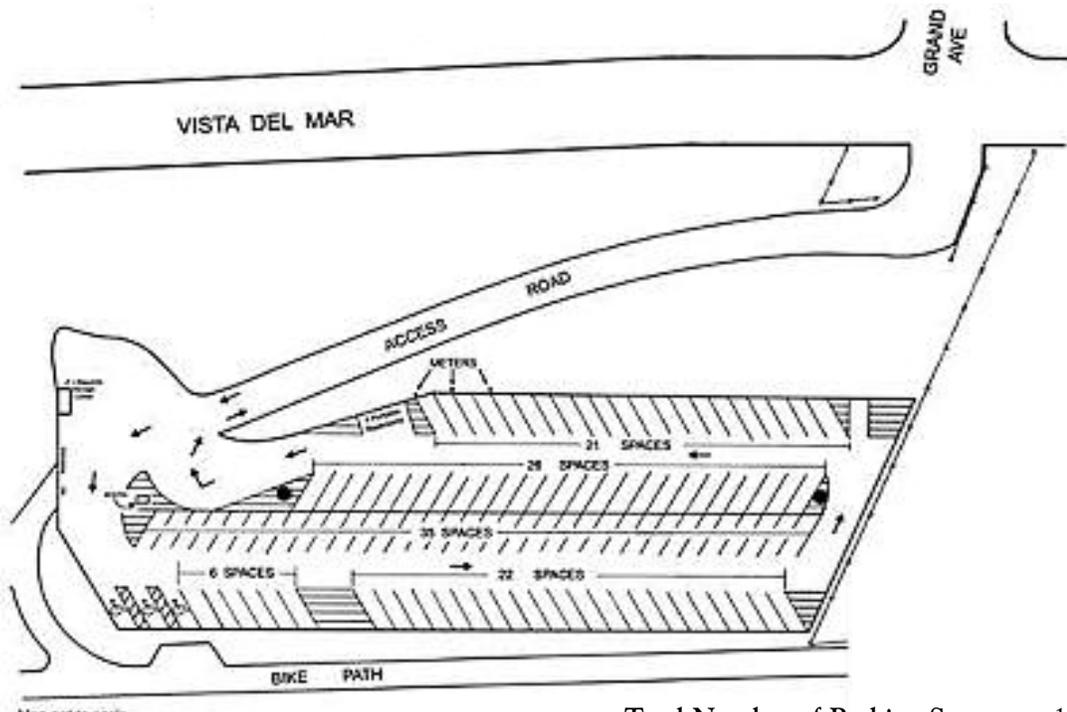




# Strategic Communications Guide

Los Angeles County Beaches

## Dockweiler State Beach - Grand Avenue Parking Lot



Total Number of Parking Spaces: 113





# Strategic Communications Guide

## Los Angeles County Beaches



### Manhattan Beach

Manhattan Beach has 2.20 miles of ocean frontage and 144 acres of sandy beach. There are 460 public parking spaces. Volleyball, swimming and surfing are both good in this area, as well as rod and reel fishing.

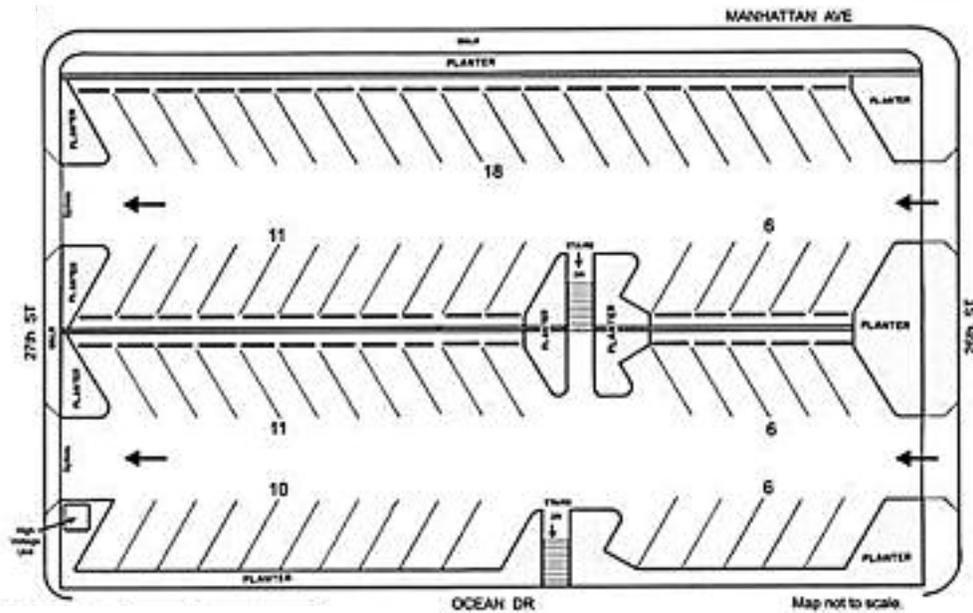




# Strategic Communications Guide

## Los Angeles County Beaches

### Manhattan Beach Administration Center Parking Lot\*



\*Not operated by Los Angeles County

Total Number of Parking Spaces: 68

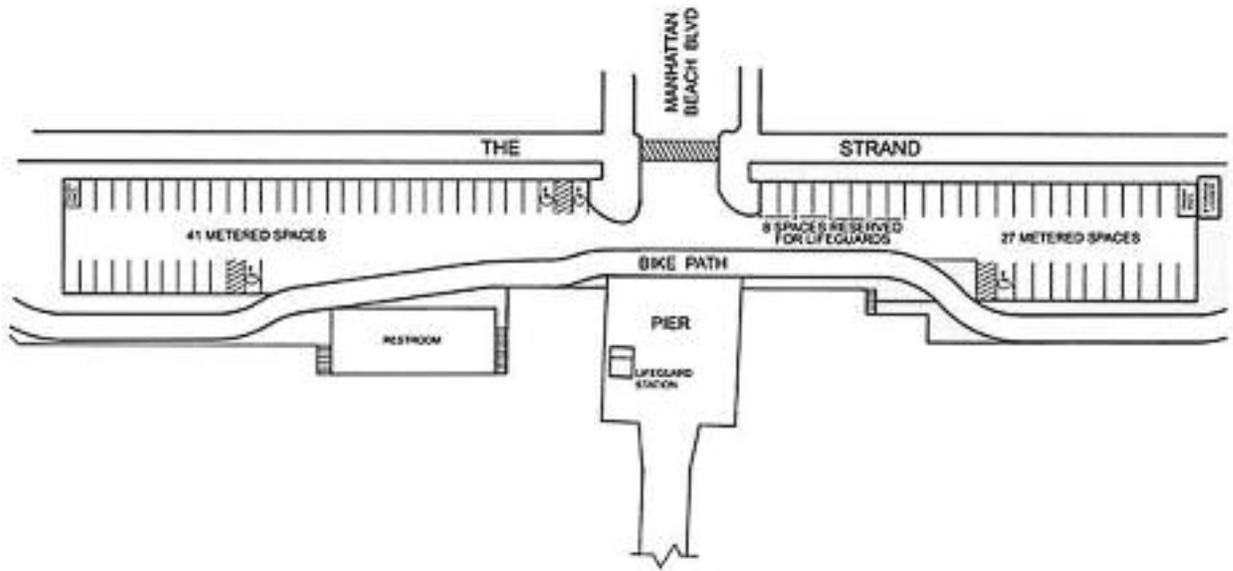




# Strategic Communications Guide

## Los Angeles County Beaches

### Manhattan Beach Pier Parking Lot\*



\*Not operated by Los Angeles County

Total Number of Parking Spaces: 72

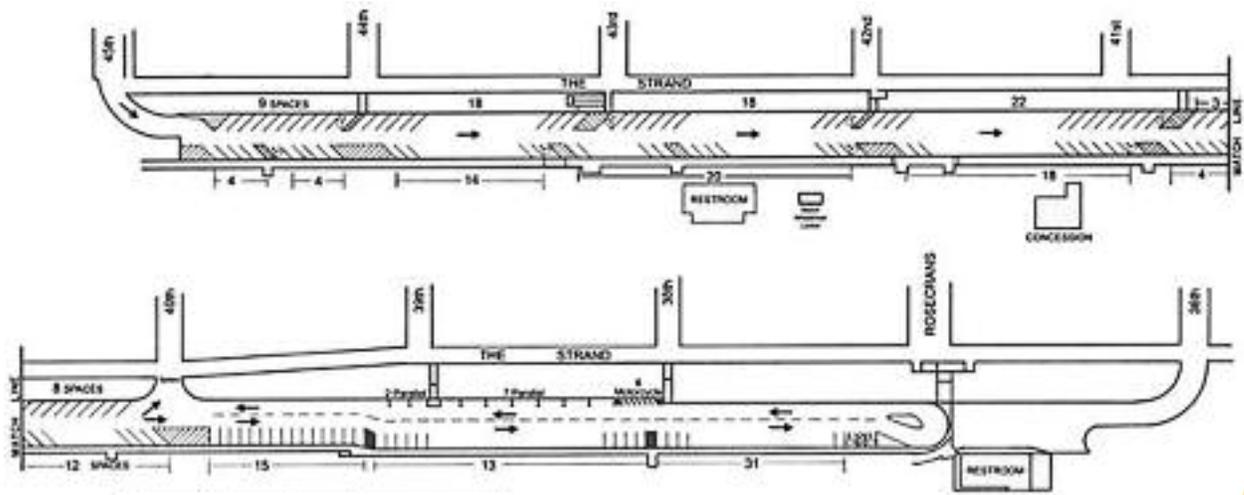




# Strategic Communications Guide

## Los Angeles County Beaches

### Manhattan Beach El Porto Parking Lot\*



\*Not operated by Los Angeles County

Total Number of Parking Spaces: 238





# Strategic Communications Guide

## Los Angeles County Beaches



### Hermosa Beach

Hermosa Beach has 1.70 miles of ocean frontage with 110 acres of public beach, which is owned by the City of Hermosa Beach. There are metered street parking spaces. Amenities include restrooms, restaurants, and lifeguards. Hermosa Beach is one of Los Angeles's most popular beaches because of the excellent surf, volleyball and good swimming beaches.





# Strategic Communications Guide

## Los Angeles County Beaches



### Redondo Beach

Redondo Beach has 1.80 miles of ocean frontage with 85 acres of sandy beach. There is a parking structure for the pier along with street parking. Amenities include restrooms, restaurants and lifeguards. This beach has excellent swimming, surfing and volleyball. There is a horseshoe pier for fishing, with restaurants and shops.





# Strategic Communications Guide

## Los Angeles County Beaches



### Torrance Beach

Torrance Beach has .70 of a mile of ocean frontage and 22 acres of beach. Much of which is located at the foot of cliffs which extend to the Palos Verdes Peninsula. There are 334 parking spaces. Amenities include restrooms, concession stand, showers, volleyball courts, and lifeguards. Swimming, fishing, scuba and skin diving, as well as surfing, are all popular activities.

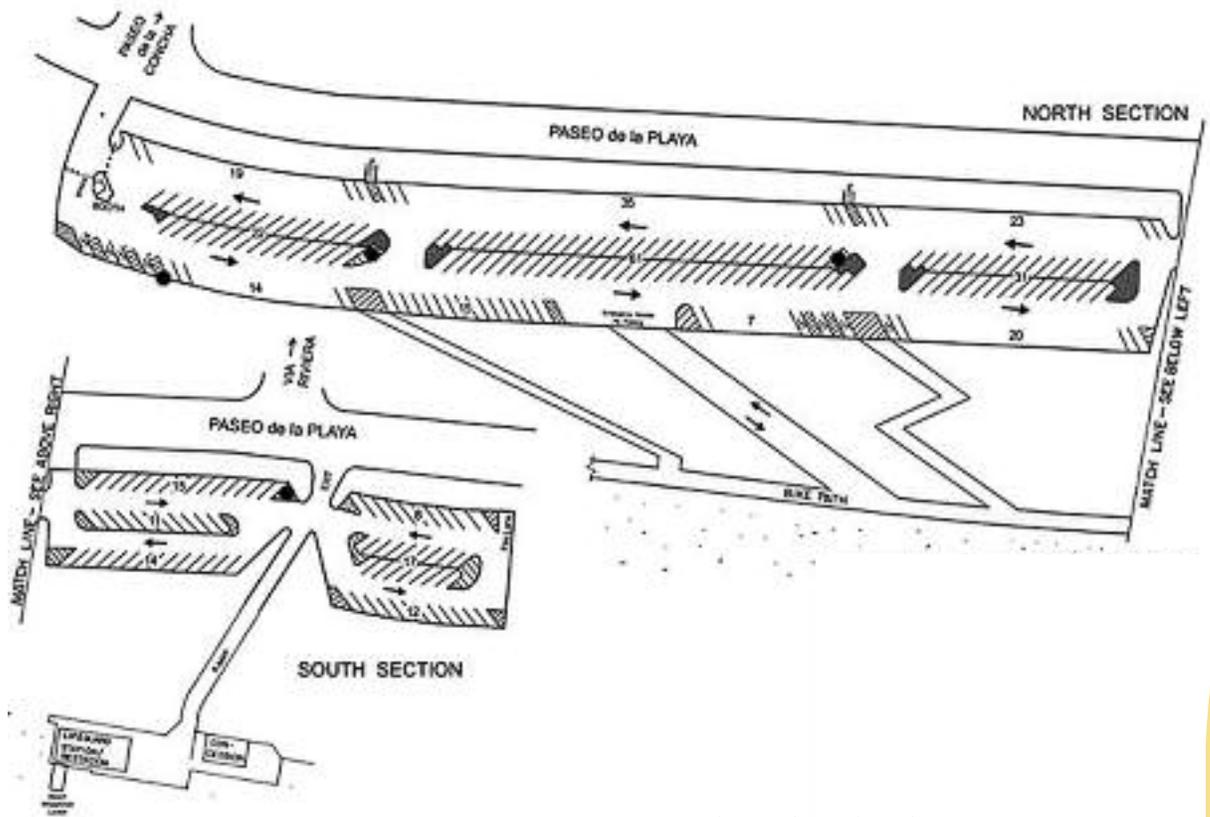




# Strategic Communications Guide

## Los Angeles County Beaches

### Torrance Beach Parking Lot



Total Number of Parking Spaces: 334





# Strategic Communications Guide

## Los Angeles County Beaches



### White Point/Royal Palms Beach

White Point/Royal Palms Beach has 1.70 miles of rocky beach along with 38 acres of park area located at the base of tall rugged cliffs. There are 189 parking spaces. Amenities include restrooms and lifeguards. Royal Palms offers picnicking in a scenic setting with palm trees. White Point has a rocky point jutting into the ocean and a playground on the bluff above. This locale is good for surfing, surf fishing and scuba diving, but due to the rocky shore it's not good for swimming.

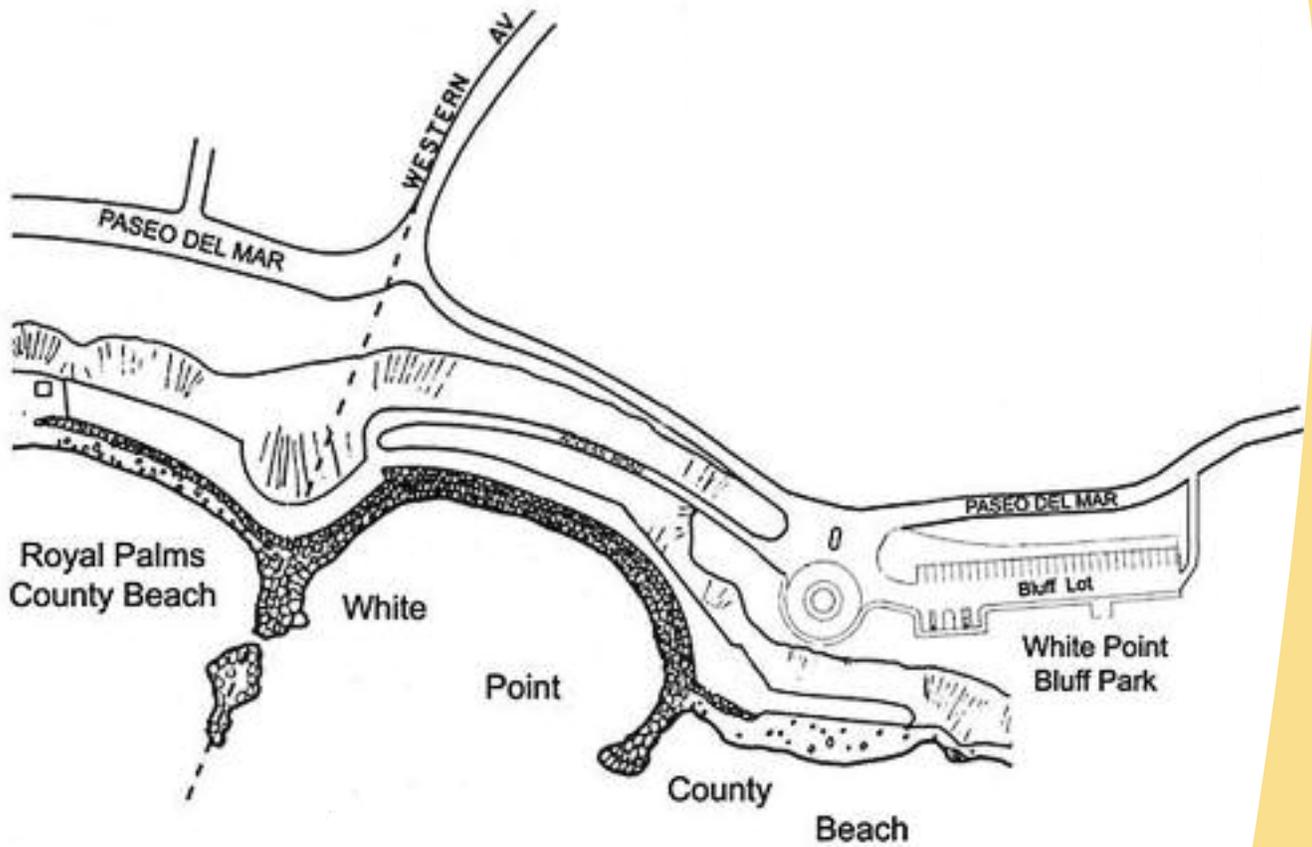




# Strategic Communications Guide

Los Angeles County Beaches

## White Point/Royal Palms Parking Lot

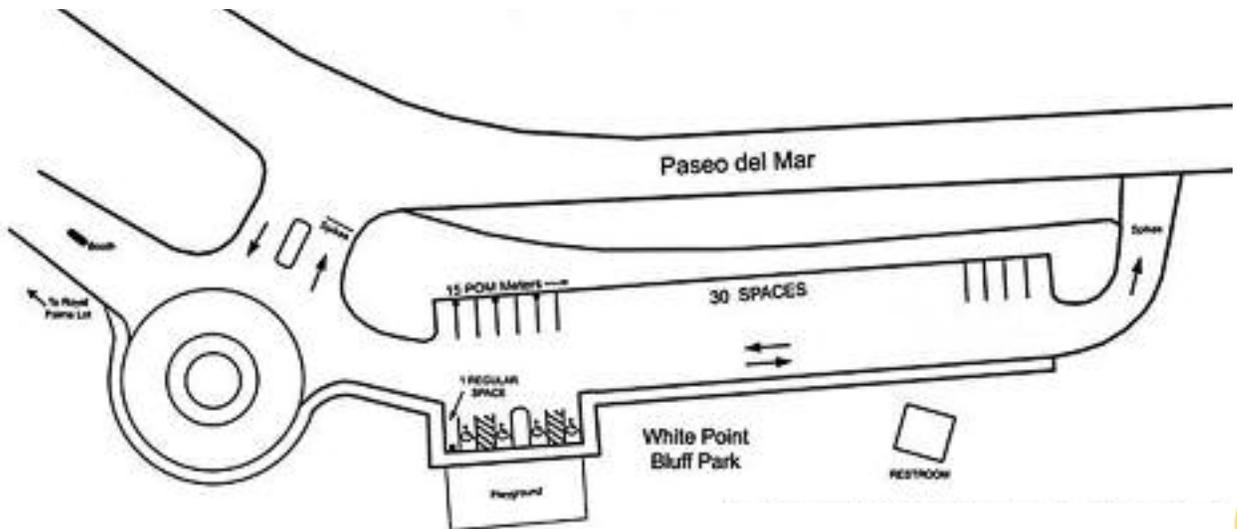




# Strategic Communications Guide

## Los Angeles County Beaches

### White Point Bluff (Upper) Parking Lot



Total Number of Parking Spaces: 37

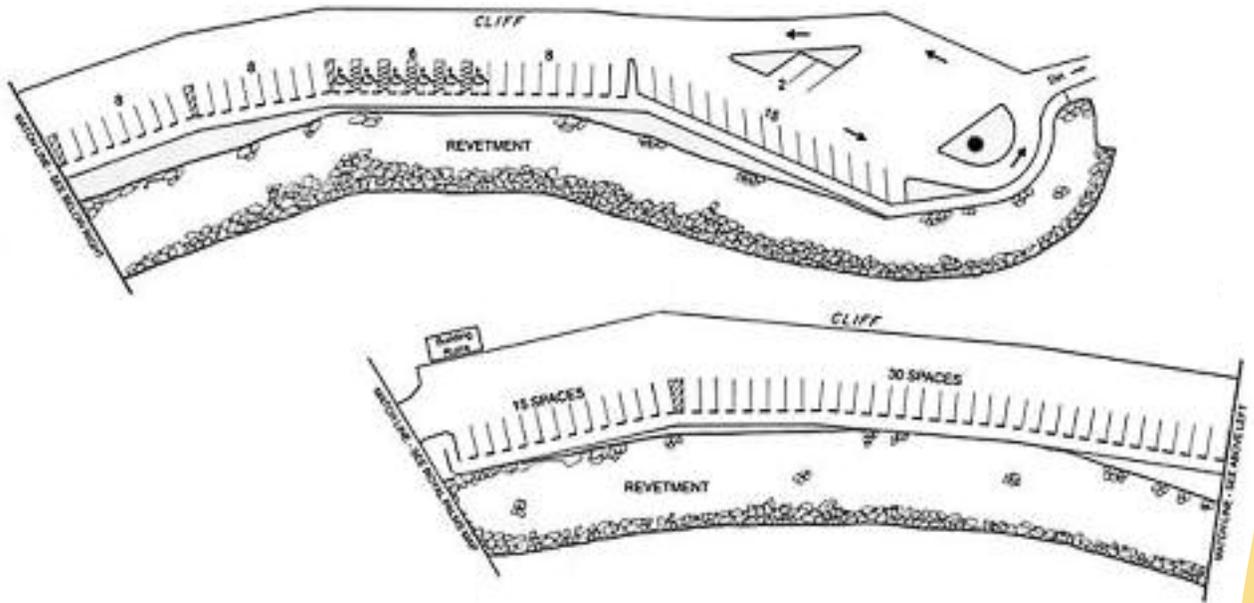




# Strategic Communications Guide

Los Angeles County Beaches

## White Point Lower Parking Lot



Total Number of Parking Spaces: 92

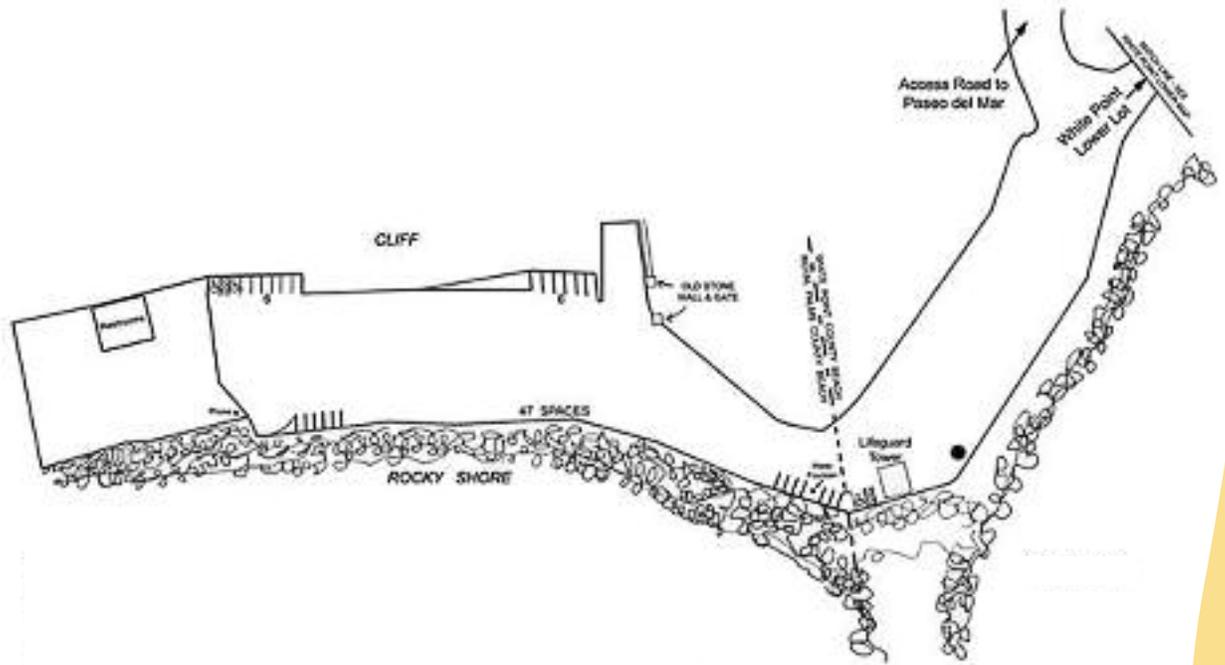




# Strategic Communications Guide

## Los Angeles County Beaches

### Royal Palms County Beach Parking Lot



Total Number of Parking Spaces: 62

